May 1919

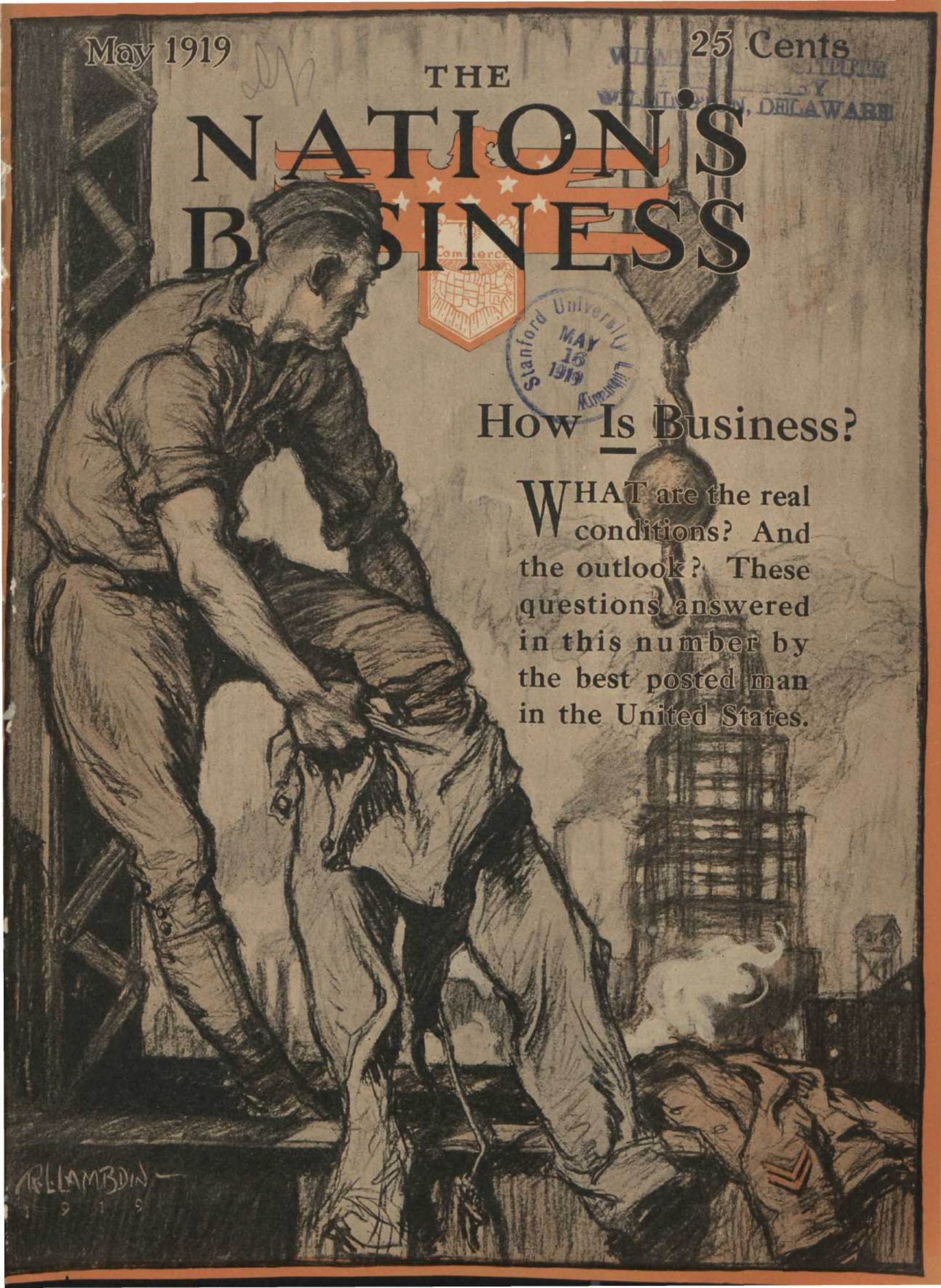
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THE NATION'S BUSINESS

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How Is Business?

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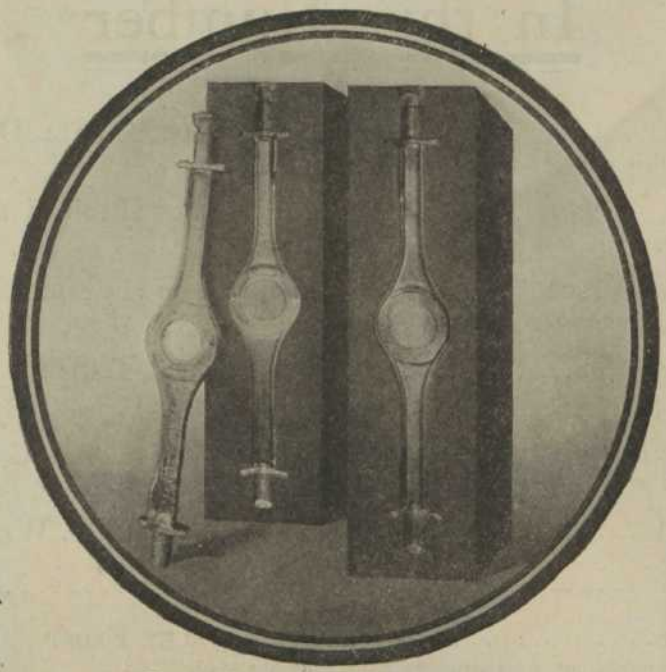
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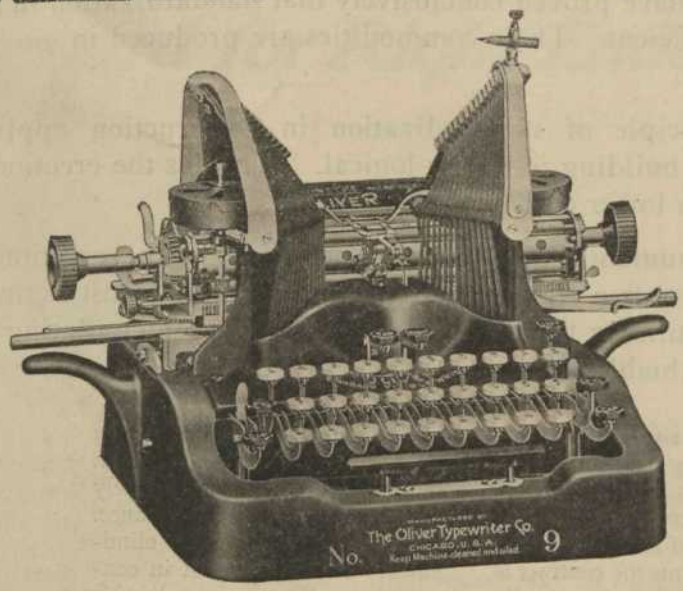
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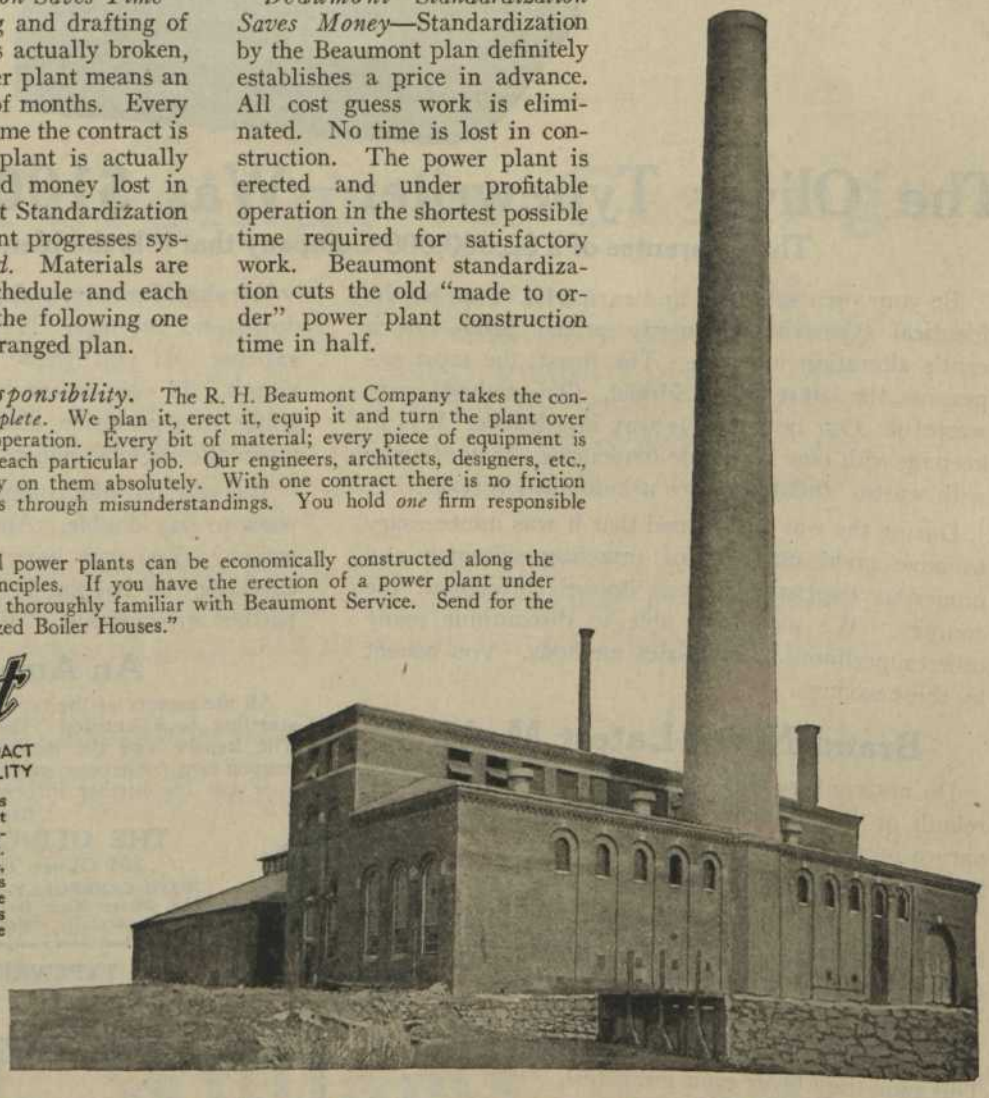
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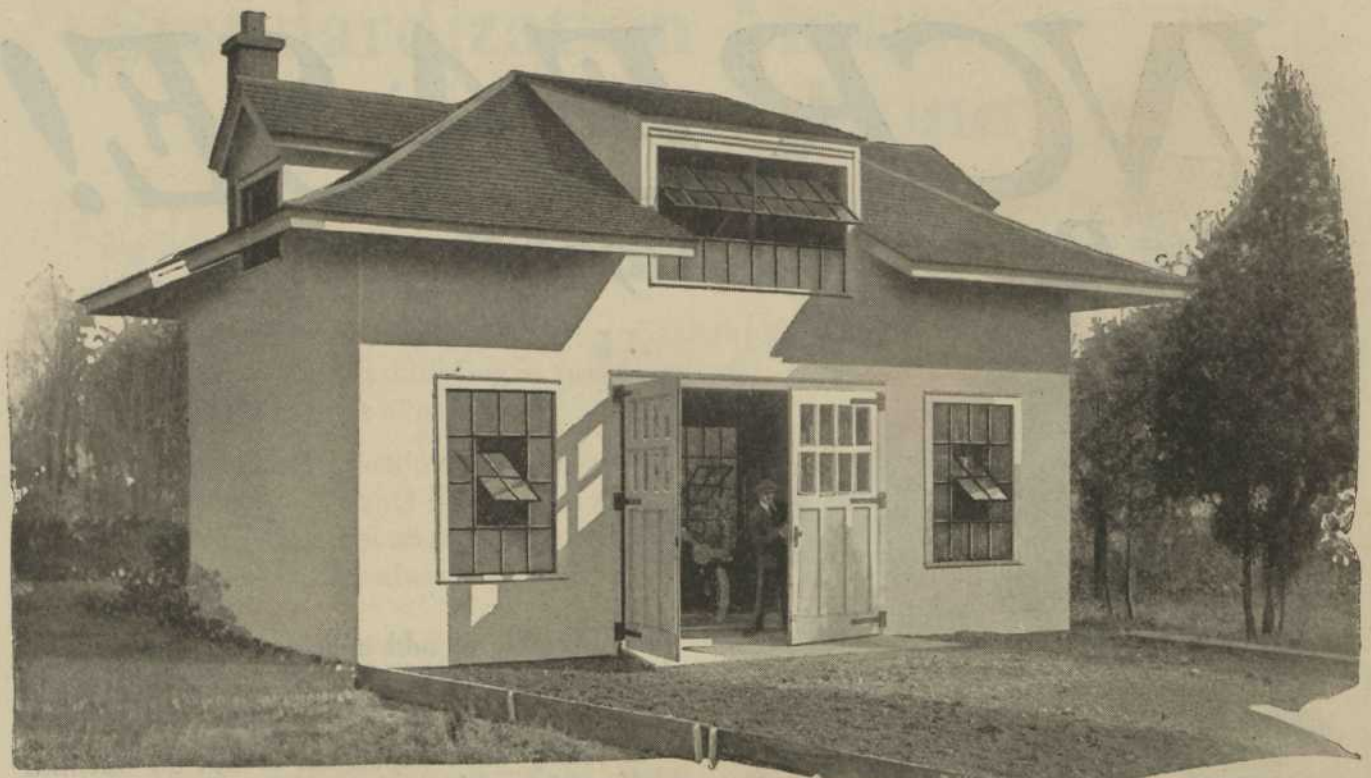
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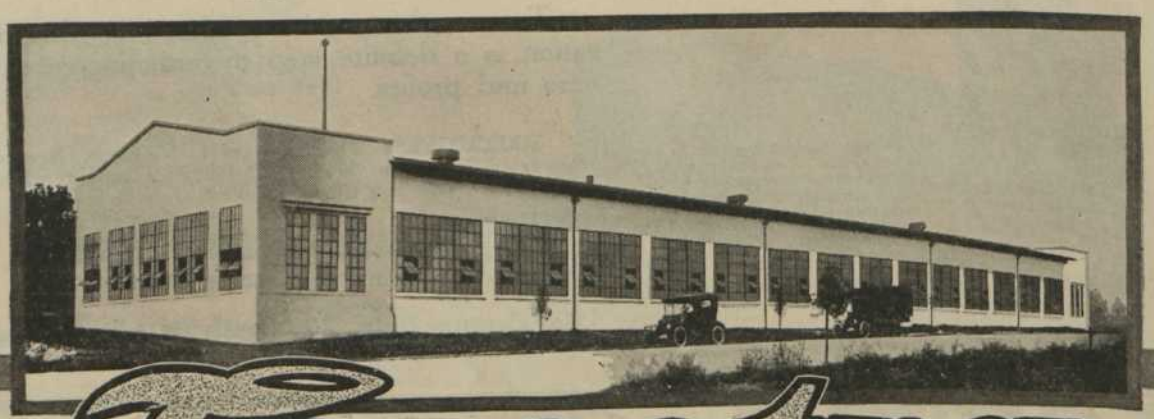
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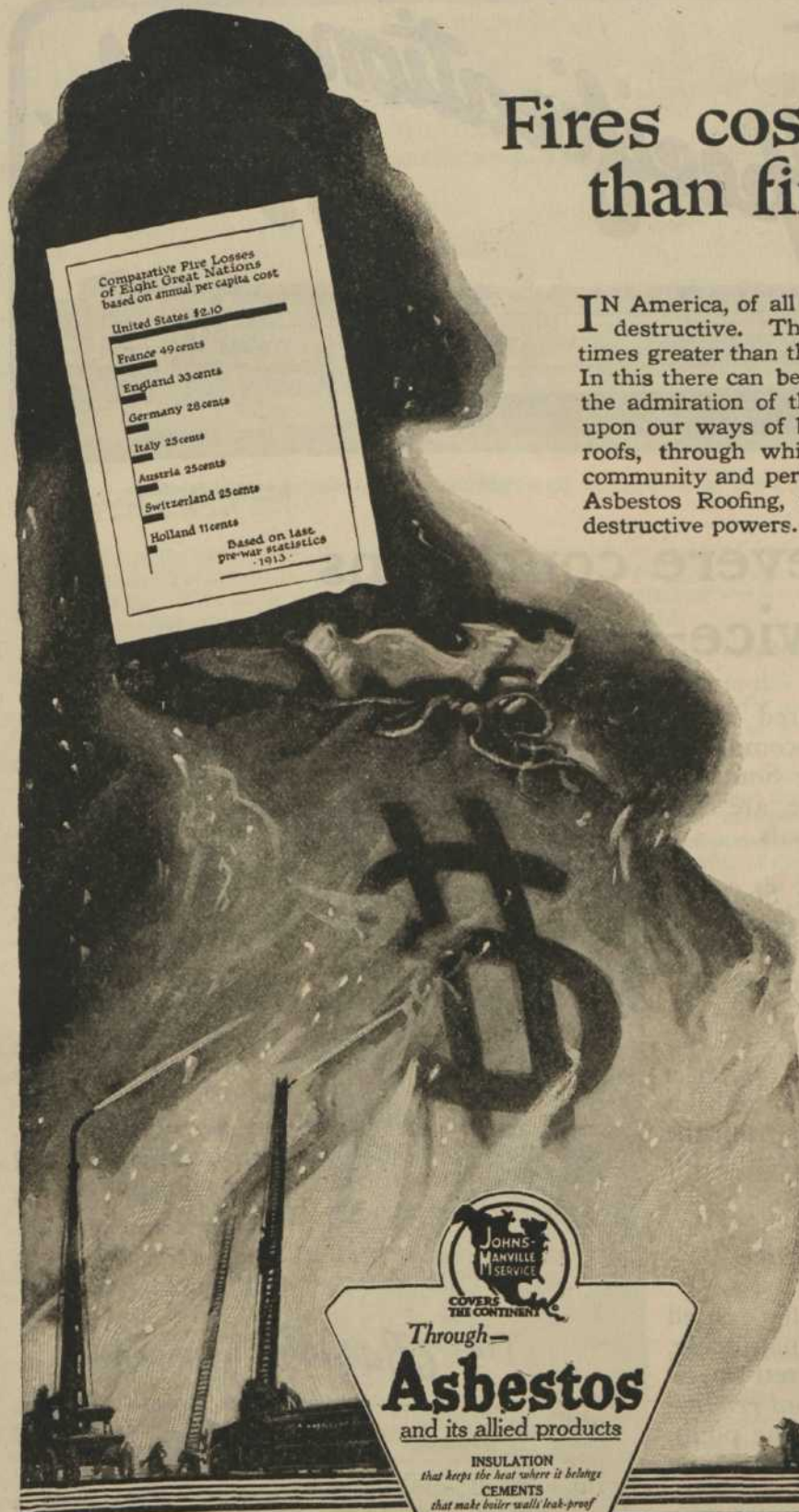
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Barrett Specification Roof on Round House of Southern Railway System at Finley Yard, Birmingham, Ala.

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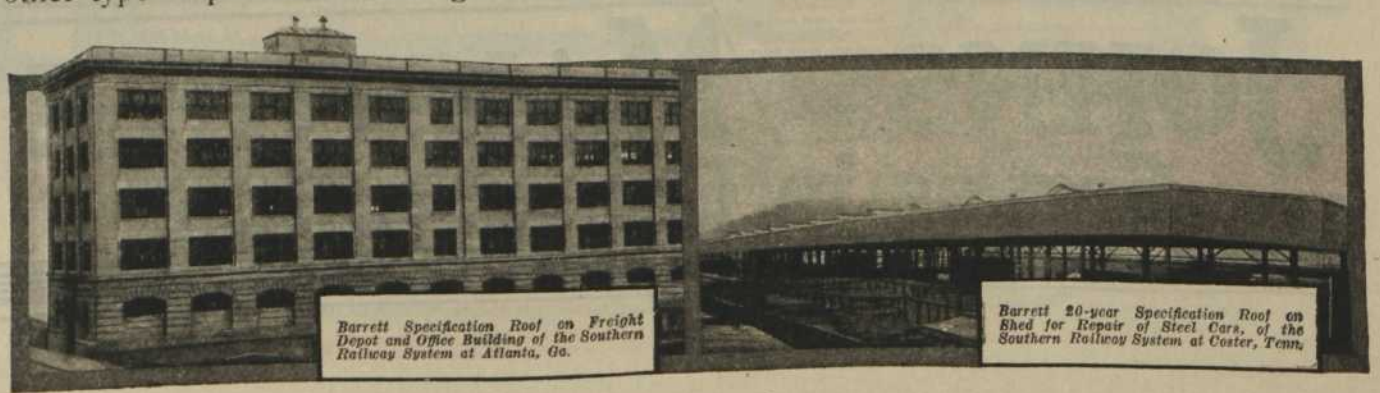
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We offer this bond on all Barrett Specification Roofs of 50 squares and over in all towns of 25,000 population and more *and in smaller places where our Inspection Service is available.* Our only requirements are that the roofing contractor shall be approved by us and that The Barrett Specification dated May 1, 1916 shall be strictly followed.

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THE NATION'S BUSINESS
A Magazine for Business Men
Commerce

VOLUME 7, NUMBER 5 WASHINGTON, MAY, 1919

How Is Business?

By ARCHER WALL DOUGLAS

Chairman, Committee on Statistics and Standards of the United States Chamber of Commerce

IT is still one of the wonders of the times that the present volume of business continues so large. Though it is perfectly obvious that it is slackening in some lines as always during the two months before harvest when buying waits upon the outcome of the crops.

Some manufacturing lines are reducing the number of employees because of falling off in orders, and others are out seeking business as they have not been doing for several years.

We shall soon be squarely up against the old proposition that the domestic demands for replacement and repair alone, in default of the activities of construction and development enterprises, are not in themselves sufficient to keep fully employed all the productive possibilities of the country. We especially find this is true of the lack of building in its widespread ramifications and demands, though undoubtedly greater activity is apparent in the near future in construction enterprises.

Confidence in the future is growing as is evinced by the campaign for sales of fall and winter goods now being waged by distributing interests.

Two factors dominate the future. One, the crops, of which can be said, so far, so good, with the prospects of the very best, particularly as regards winter wheat. The other, the European situation, which puzzles and perplexes from day to day as it grows more complex and forbidding. It is significant of the lead we are playing in the world's great drama that we are at present more concerned about the foreign complications than our own domestic troubles, as the former seem so much more difficult of solution.

There is a fast spreading consciousness, whether we will or no, that we have become a part of the world affairs and that our former policy of isolation must henceforth largely be modified in guiding our contact with other nations.

Unquestionably there is a steady drift towards the belief in a League of Nations, under an amended and threshed out covenant, which will give security and prevention against a devastating world's war such as we have just endured.



Building and Construction

BUILDING and construction are the very best barometers of the nature and extent of general business, because in their operations they call upon the production of every line of industry for the completion of their activities in the form of buildings, structures and excavations. It is peculiarly significant, therefore, at present, that the general volume of business should be so large, when building and construction are at so low an ebb. Such activity as exists is sporadic, scattered and altogether local. Housings are both insufficient and unsatisfactory in some large cities where manufacturing activity is rife.

In addition to this the problem of domestic service has practically driven thousands of families from dwelling houses to flats and apartments. So in many cities apartments are being constructed on a large scale, while empty dwelling houses are difficult either to rent or sell.

Speculative building practically does not exist, and public improvements so far are few.

There is some construction of homes and farm buildings in small towns and farms in rich agricultural districts, but it is neither general nor extensive. The reason for this almost unparalleled quietude seems to be the high prices of labor and material.

Materials have declined somewhat but apparently not enough to incite general activity, while by common consent the price of labor is not to be reduced save in the last extremity.

Apparently we are up against a deadlock, or what the French call an *impasse*. Fortunately, however, for the solution we do not depend upon logic but rather upon human nature.

In the past it was axiomatic that building booms do not start from high levels of prices. Also that they are the product and result of a long period of prosperity because they depend upon an accumulation of funds which seeks investment in real estate. Some of this is speculative, but much, that of building homes, is the indulgence of a sentiment rather than an investment, since homes are apt to deteriorate and not increase in value, especially in large cities.

In general, building activity is the last thing to start going in eras of prosperity and likewise the last thing to stop, because it is more economical to complete the commitments already made than to abandon them and leave them unfinished. It is a familiar business aphorism that real estate booms mark the beginning of the end of every period of prosperity.

We are distinctly at the end of one period of prosperity, and if another one comes on later it will be an entirely different one from that just ended, and due to entirely different causes. So again, logically, if we are to have another era of much building and construction it should wait until our next era of prosperity is well under way. Especially when the general feeling is that prices are much too high for private interests to put money in so expensive enterprises, and that public improvements are the only present solution, and then only because government, federal, state and municipal, can afford to do this for the general good. Unless, of course, there ensue

much lower prices in material and labor, of which at present there does not seem any likelihood.

The revival of building may, and probably will, come from an entire change of our point of view. We may realize that the cost of building must be considered not as an actual, but as a proportional matter, and in relation to our purchasing power rather the actual figures of labor and material costs. If salaries and wages maintain practically their present level, and the cost of the commodities that enter largely into the cost of living, especially food and clothing, decline, then our ability to build may be as great as ever, especially when by so doing we encourage the activities of practically every industry in the country.

The need for new construction and for development enterprises of every nature is obviously great and pressing.

Meanwhile, the outlook is distinctly better and the expectation is for an increase, during the next four months, of from fifteen to twenty per cent in the volume of building, compared with the similar period of last year. And for much greater activity next fall should general business be good, for it all depends on that.

How It Came to Be Written

CONFLICTING reports sweep the country. We are at the threshold of a great prosperity, or on the verge of an industrial chasm—according to who has the floor. Everyone asks questions. Is business good, or bad? How *is* business?

We determined to answer these questions for our readers in the May number. The only difficulty was to find a man with sufficient breadth of information and sweep of vision to prepare such a survey.

But we found him in Archer Wall Douglas. Here is his product to speak for itself. A singular equipment fitted him for the task.

Mr. Douglas is vice-president of one of the country's greatest wholesale houses. He has eight hundred observers who cover all parts of the United States and report on all phases of industry. This information is checked against official reports and statistics.

In addition this month he had telegraphic advices from the nation's major industries. To the digestion of this material, Mr. Douglas brings a kind of sixth sense—an ability to feel the trend of events before they appear on the surface.

Here are the answers to the questions.—THE EDITOR.

Lumber

THE general feeling in the lumber business is that the worst is over and that from now on there will be a steady gain in output and sales and with no decline in prices. Rather, there is the belief that any large demand will result in an advance in costs.

The largest single customers, the railroads, are slow in buying, from lack of funds, and that condition is not likely to be remedied until Congress meets and makes the necessary appropriations for railroad needs.

Stocks of yellow pine at mills and in retail yards are generally light, owing to the practical impossibility of getting out logs during the past three months because of excessive and continued rains which flooded the Southern country to an unusual extent.

The demand from planing mills and sash and door factories is improving. The much hoped for and promised export demand is not in evidence to any serious extent, and no great reliance is placed upon it as a source of distribution for some months to come. There is quite a demand for shingles. In hardwoods there is an excellent demand from furniture manufacturers, who seem very busy. There is an increased call for cypress for interior decorations and finish and for many purposes where white pine was formerly used.

The conference between the Industrial Board and the lumber manufacturers did not result in any change in prices.

The Pacific Coast manufacturers of fir and kindred woods are actively engaged in extending the territory in which their products can be used. The railroad cross-tie situation is unsatisfactory, it is claimed, because of the rigid inspection in force by the Railroad Administration, resulting in an increase in cost which caused many mills to quit the business and many small producers to shut down. The consequence is a great shortage of ties in most sections.

The output of lumber on the whole is much below normal and appreciably less than in the busy days of 1917. On the other hand, the industry is sharing in the slow and gradual improvement in building and construction and expects a moderate, though appreciable, increase during the next four months and a distinct improvement during the coming fall.

One factor affecting the export business has been the great difficulty of getting tonnage. This situation apparently is becoming easier, since ocean freight rates are falling.

Brick, Cement, Stone, etc.

ALL building materials shared for twelve months in the dullness which shrouded building and construction. So they now expect to bear their part in the present better outlook.

Production is still at a low ebb. Many brick and cement mills have been closed down for some time, but are gradually being started up. Brick production is only twenty-five per cent of normal, and cement about forty-five per cent. But demand is slowly increasing. Cement producers are building high hopes on the demand for their product to be caused by the comprehensive program for road building which the federal and state governments have jointly outlined.

There does not seem to be any expectation of lower prices in any building materials, but rather the likelihood of advancing figures when a steady demand sets in.

Paint

THE volume of sales of paint depends very largely upon the question whether there is new construction going on or whether paint is demanded principally for repair work. The latter situation has prevailed for over a year, but the paint business, like the hart that drank of the brook, has lifted up its head and is going on its way rejoicing because of the better, though moderate, prospect of increase in construction and building which now seems so imminent.

The outlook is now for an increase in output of paint of anywhere from fifteen to twenty-five per cent during the next four to five months over the same period of last year. The increase in the use of paint will probably be greater proportionately than the increase in actual building, owing to the ceaseless, energetic, and exceedingly intelligent and effective "Clean Up and Paint Up" campaigns conducted for several years by the general paint industry as a matter of common interest and common welfare. Through the force of these far-reaching campaigns there has been borne home to the consumer the undeniable truths that the use of paint is not an expense but an economy. That it is the only universal and practicable preservative of wood in a general wood, and this applies likewise in a large measure to metals. That the intelligence, progressiveness and up-to-dateness of a community is largely measured nowadays by the fact as to whether it keeps its buildings constantly painted or whether it negects this vital measure.

One surprising and yet perfectly natural and logical result of these "Clean Up and Paint Up" campaigns is the realization by a rapidly increasing number of communities that the painting of houses and fences has led to a general sanitary campaign throughout the town with consequent physical and mental progress.

So in this way there is being slowly overcome that mistaken notion which led householders to defer painting their houses until forced to do so in self-defense of the vaue of their property.

The actually advanced cost of the paint itself does not cut proportionately so much figure as might be imagined, for the great expense is that of labor. Some of the principal ingredients of paint—such as lead and zinc—have suffered declines, but linseed oil still is high. There is no expectation at present of any general reduction in the price of paint.

Iron and Steel Products

IRON mines are running at considerably less than their capacity and a number of them have closed down temporarily. Monthly production of pig iron fell from the high point of 3,482,000 tons in September, 1918, to 2,947,000 tons in February, 1919, and a number of furnaces have lately gone out of blast.

In common with most industries, steel and iron production has declined materially since the cessation of war because of government demand being largely withdrawn. The output in general of the mills is estimated at from sixty to seventy per cent of the production of some six months ago, according to the nature of the material. Some of the smaller mills have shut down because of recent lower prices established in conference with the Industrial Board.

Railroad buying is very light, especially on cars and locomotives, as they have a good many of these idle.

Shipyards are ordering heavily, but no great improvement is noted as yet in structural steel.

In general the policy of the mills is to close down in case they find prices unsatisfactory or business insufficient, as there is no present intention to attempt to reduce wages. Consequently there is an increase in the number of the unemployed.

Production of steel ingots in February, 1919, was 2,688,011 tons, as against 3,082,427 tons in January, 1919, or a decrease of 11.48 per cent.

The recent revision in prices brought about by the Industrial Board seems on the whole so far to have failed of its purpose as regards

being an incentive to any general and extensive buying. The feeling among the large buyers is that it was not drastic enough, and that there is no definite assurance that it is final for a certain definite period.

There has been distinct improvement, however, as regards the domestic distributing business. Orders which were withheld awaiting the reduction in prices have come in freely. Stocks of wire and sheet products in the hands of dealers were not only light, but badly broken. It will take some time to fill the gaps.

Exports of 371,000 tons in January, 1919, were a moderate gain over the 356,000 tons in December, 1918, but far below the high peak of 512,000 tons in 1918. Expectation is for a moderate business in 1919, as any greatly favorable arrangements would scarcely get in full working order before 1920.

Imports are a negligible factor, rarely as much as five per cent of the exports.

Unfilled orders of the Steel Corporation show a decline since November 1, 1918, of about ten per cent each month over the previous month. Manufacturers of finished materials, such as tools, builders' hardware, household implements and the like, are still very busy filling orders for domestic distribution, as during the war this production was absorbed by the government.

They are fast reaching the point where they need new business, and in some lines it is not coming in in large volume.

Price Declines

DECLINES in prices are continuous and practically affect all lines. So far they seem to have stimulated rather than checked demand.

Among the many industries largely dependent upon steel and iron production, for needed material, few seem to have the assured future that falls to the lot of automobiles. Those owning automobiles are never content to be without them, and as time goes on, usually purchase new machines. They are no longer luxuries, but rather as distinctly a part of an advancing and progressive civilization as are the railroads, the telegraph and the telephone. They are mostly largely owned, in proportion to the inhabitants, where intelligence and education are most rampant, as is well evidenced in the states of Iowa and Kansas. They are among the best possible educators, enlarging the mental horizon and interest of their owners and taking away that provincialism and local ignorance and prejudice which always comes from too restricted intercourse with comparatively few people. They are the greatest factor today in solving that profoundly vital problem of keeping the farmer on his farm. They accomplish this by creating and fostering the demand for good roads, and thus making easy and convenient constant intercourse between farm and town, so that the amusements and advantages of the town are within easy reach.

Moreover, in the form of auto trucks, they furnish economical and rapid methods of marketing farm products, especially to the fruit and truck garden growers in the vicinity of large towns and cities.

Incidentally the sale of automobile sundries has grown within a very few years to be one of enormous volume with the distributing trade.

Copper

THE copper situation is strikingly illustrative of how quickly and unerringly the natural laws of supply and demand act when given a chance. When the government restricted price of twenty-three cents was removed, the price declined to fifteen cents, and even less, because it was simply a case of an enormous supply for which there was no adequate demand.

In 1918 the production was 1,900,000,000 pounds, and on February 1, 1919, the total stock of copper was estimated at 1,300,000,000 pounds, against a normal stock of 500,000,000 pounds. The coming of peace cut off suddenly one of the chief sources of demand, that of war consumption, and made necessary for the producers promptly and radically to curtail their output, as sales were not averaging 50,000,000 pounds per month.

Production at present is running at the rate of about sixty per cent of 1918 output, or practically 96,000,000 pounds per month as against 160,000,000 pounds per month during 1918. The larger mines are operating at only half capacity, while several of the smaller mines have closed down. Wages have been reduced and there is only about seventy-five per cent of the labor employed that was at work six months ago.

There is great expectation of a large export business in the future, especially to Europe. But at present the shipments are small and there are about 300,000,000 pounds of scrap copper held by the allies which must first be disposed of. Meanwhile the situation has been partly relieved by an agreement reported by the War Department, whereby the copper producers will dispose of approximately 100,000,000 pounds of copper held by the government in such gradual fashion as not to disturb the market.

It is understood that such drastic and comprehensive methods will be employed to further curtail production, if necessary to encourage liberal buying. In fact, buying now is distinctly better. Already the situation has improved and the process of time is expected, in a natural way, to bring about a normal relation between the supply and the demand.

At this writing, finished brass and copper goods have only begun to respond to the lower prices prevailing on copper and zinc. It is the old story in copper oft repeated; a sudden and abnormal demand, sometimes artificially stimulated, a rapid rise in prices, thus inviting and creating an enormous production, which swamped the demand and carried prices down to a much lower level.

Spelter

SPELTER reached the peak of both prices and production some three years ago, in 1916, and, like copper, went into a decline because of supply overtopping demand. Since then there has been the discovery of the remarkable ore fields in Northeastern Oklahoma with consequent still further lowering of prices.

It is difficult today to get accurate and dependable statistics of production, but the output seems large, while prices continue low. Several happenings of late, however, make for better conditions in spelter. Lower prices of copper and sheet steel will ultimately be reflected in reduced costs of brass and galvanized finished articles. This is already noticeable in the enlarged demand for galvanized sheets, of which the country was practically bare, so far as domestic supply was concerned when the armistice was signed. During the past sixty days there has been a marked increase in the sale of galvanized ware, especially for household purposes, because of reduced figures.

Such moderate increase in building as now seems probable, will also cause a larger demand for guttering, spouting, eaves trough, corrugated roofing and all the galvanized accompaniments of construction.

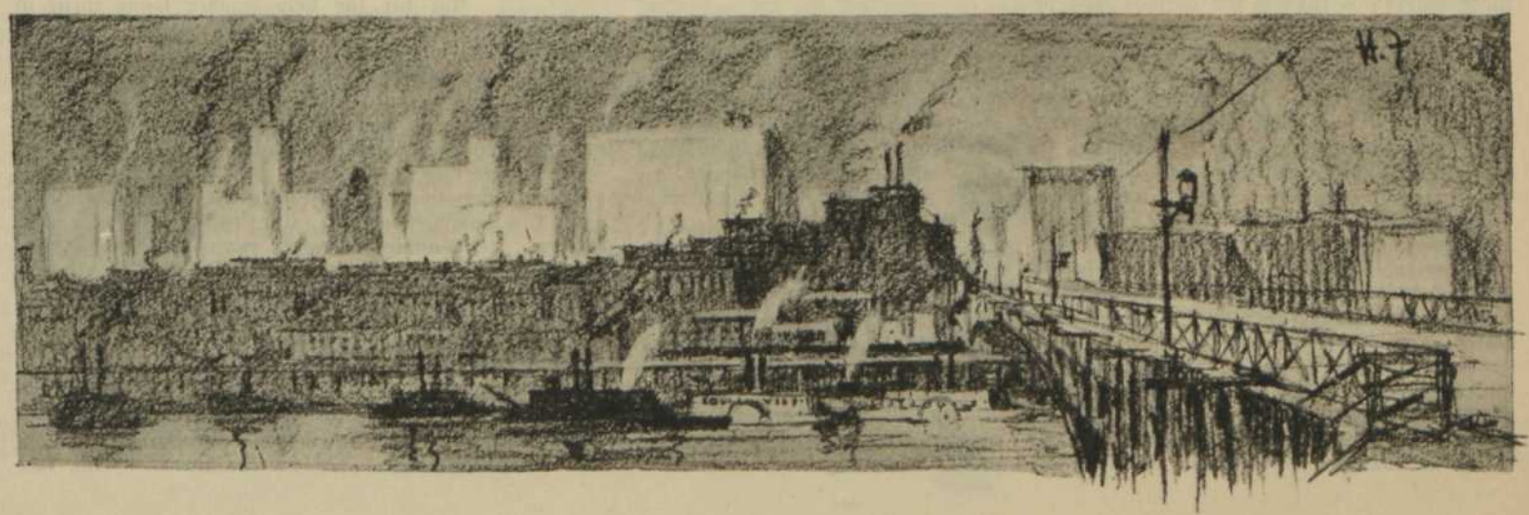
Lead

AT the end of 1918 the stocks of lead in bonded warehouses showed an increase of about three times over the same period of 1917—the comparison being 60,000 tons against 21,000 tons. There consequently ensued a drastic curtailment in output of fifty per cent, and by the middle of February, 1919, the effect began to be apparent in advanced prices. There has also ensued a better demand, and this is expected to further improve with the increase in building, thus necessitating an increased demand for lead pipe, and for painting of which lead is one of the principal ingredients.

Mineral Oils

THE production of coal oil—or kerosene as it is sometimes locally designated—has

(*Continued on page* 52)



Bugs and Business

Whenever you begin to feel unduly prideful over being a human, just remember that one day out of every ten that you work goes to the maintenance and comfort of your insect enemies

By AARON HARDY ULM

"I AM going to relate, very briefly, a fairy story," announced James R. Mann, master of fact and irony, in his place as Minority Leader in the House of Representatives.

He gazed as he spoke through stacks of legal and statistical volumes. The House wouldn't have been more surprised if Speaker Champ Clark had proposed a eulogy to William Jennings Bryan.

Mr. Mann's story was listened to as rapturously as children hearing "Alice in Wonderland." It was about the Rhabdocnemis Obscurus, which, as (to paraphrase Thomas Babington Macaulay) any child can tell you, is a sweet-toothed native of the Antipodes. It immigrated to Hawaii and found refuge in the rich cane fields of that balmy land. A colony of R. Os. can chew up more sugar cane than a dozen cane grinders can dispose of in six months. It went after the cane industry so ravenously that the rich sugar barons of the territory began visioning the time when they might have to beg for a living. Attempts to trap it, to poison it, or to outwit it, proved as futile as if a ghost had been the animal sought. Then one day a bug collector in exploring the wilds of British New Guinea found a little cannabalistic fly that considers the Rhabdocnemis Obscurus the greatest of dainties. The fly was imported to Hawaii, where it multiplied, and did away with the sugar cane pest, and incidentally saved the Hawaiian cane industry from ruin.

Mr. Mann's story clinched the appropriation for "bug-chasing" on behalf of which it was told. Had he desired to further entertain his fellow-congressmen he could have told enough similar stories to fill a book that would be as interesting as any volume from the pen of Grimm or Hans Anderson. For, as an aside, no wonderland of imagery is more marvelous than is the curious land of the insect world.

Moreover, the minority leader, by following his well-known predilection for facts and figures, could have supplemented his fact-fairy yarn with statistics of startling import. He could have shown that in addition to more than a billion-dollars-a-year levy made on American agriculture, insects take their toll of millions from commerce, and exact from human beings a still costlier and more tragic tribute in the form of human life and health. It is estimated that one out of every ten days' work we do goes toward the maintenance of our insect enemies.

Famous villains like the boll weevil—which increases the cost of our shirts—or the Hessian fly, which boosts the cost of wheat or promotes the consumption of corn, are assisted in making eternal war on man by scores of lesser allies which levy tithes on virtually every product of human effort.

If he had preferred the romantic to the statistical, Mr. Mann might have told another fact-fairy story about the tobacconist, who had a troublesome customer. That customer was subjected to the objection made by a prominent New York restaurateur to cigarette smokers of the feminine gender: It hadn't the knack for using tobacco gracefully. It cut up cigarettes, tunneled cigars, and sunk shafts deeply into blocks of juicy plug. It preferred the best brands and refused to pay for any and ruined far more than it actually consumed.

Our Chief Competitor

THERE is something pathetic to the scientist in the way Man struts about the earth declaring in his scorn that he is the lord of creation. The fact is that while man admits kinship grudgingly only with his own kind, he is a brother to the humblest ant and the smallest gnat. For all of us—men and ants alike—go about daily competing with each other in the struggle to support ourselves and our dependants.

To man's claims of superiority the scientist would answer that the economic systems of the bees and the ants are in many respects superior to our own. In the contest to live Dr. L. O. Howard, Entomologist and Chief of the United States Bureau of Entomology, declares that the insect is "the chief competitor of the recently evolved human type for the control of the earth."

"Man," continues the doctor, "labors for months to produce a food crop—and must share it with many species of insects. He builds himself a house with infinite toil—it must harbor insects as well. He makes garments for himself—without great care on his part they are eaten by insects."

Read the story of how these rivals affect our lives and business—and you will look hereafter with greater respect upon your small neighbors.—THE EDITOR.

So He Went to Washington

NOW, tobacco is something that the average member of that customer's tribe enjoys not at all. The case was analogous to a man thriving on a carbolic acid diet, which phenomenon would send any physician to Washington for help; and to the Capitol the tobacconist hurried for advice.

He was referred to the Bureau of Entomology.

"Over there are the chaps who look after boll weevils and the like," he was told. "They ought to help you."

The tobacconist had an idea that the Bureau had to do only with rural pests like potato bugs, but he went over and presented his case.

"That little customer has cost one tobacco concern we know of as much as $25,000 a year. The thing to do is to freeze him," he was told. "You can also gas him, which is difficult, and, unless you know just how to do it, dangerous. There are other ways by which you can murder him. The most dramatic is the X-ray, which is used by a good many tobacco manufacturers."

The tobacconist was rather surprised to learn that the whole aggressive world of bugdom comes within the activities of the Bureau of Entomology. And he learned, furthermore, that there is scarcely any individual, business or industry that is not directly affected by the insect problem.

Roentgen rays are the only conveyors of light that will reach the cigarette beetle and its progeny with results favorable to, say, thickly packed Mule-Kick Twist. Yet the sun's rays will force the retreat of some varieties of injurious insects. The application of this simple truth saved much hardwood timber that was being prepared for war service last year. A lumberman came to Washington with the complaint that burrowing bugs were handicapping his contributions to the job of licking the Kaiser.

"Keep your timbers in the sunlight and turn them over now and then," advised the entomological expert who examined his case, "and the insects will stay away." After that they did.

But there are several insects, calling for different remedies and preventives—mostly latter—which threaten injury to all kinds of wood. One Mississippi lumberman fed more than a million feet of vitally needed ash logs to the ash-wood borer before he learned that the Bureau of Entomology could tell him how to circumvent the pest. For he had no idea, at first, that the Bureau gives attention to harvesting, manufacturing, packing and storing things in such way as to prevent or lessen insect depredations.

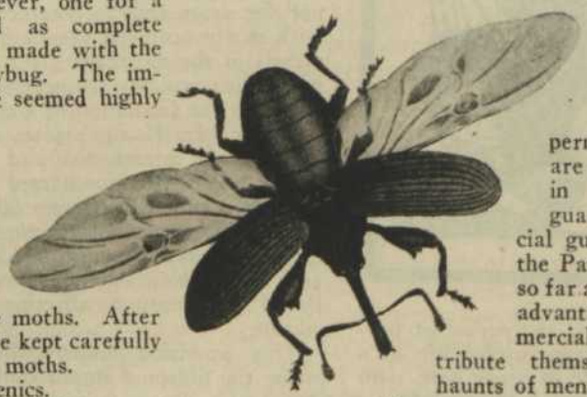
But for the help Science lends them in meeting these marauders, some industries, like many plants, would disappear. The problem would not be so complex if insect immigration could be banned absolutely. Every effort is made by the Bureau of Entomology to keep foreign invaders from landing and getting footholds on our shores and to confine those already here within the narrowest possible bounds. But insects possess a sort of cunning that often exceeds the intelligence of men. Modern commerce, the diverse and extended channels of trade, afford them unusually convenient means for following the instinct of distribution.

An insect like the fluted scale, which came from Australia and for a time threatened the extinction of the California citrus fruit industry, may be comparatively harmless in its native lair. This is due chiefly to the fact

that insects prey upon insects, which circumstance and—some entomologists say—it alone accounts for the survival of human beings and alone guarantees our ascendency in the struggle for existence.

The fluted scale was negatived in Australia by a variety of ladybug, which when imported to America proved the salvation of our orange and lemon groves. Dependence cannot always be placed on parasites or other natural enemies for controlling even those insects which are rendered impotent in their native haunts. And thereby hangs a curious story of relationship, love and eugenics.

The tale has to do with the gipsy moth and the brown-tailed moth, uncouth Europeans that not many years ago sneaked into New England and have been doing great damage to orchards and forests in the Northeast. Europe and Japan have been searched for counter-parasites. Many experiments have been made and some have been fairly successful. However, one for a time promised as complete success as was made with the Australian ladybug. The imported parasite seemed highly pleased with its new environment, multiplied rapidly and for one year made unmerciful onslaughts on the moths. After that the parasite kept carefully aloof from the moths.



Why? Eugenics.

It happened that the parasite found a non-parasitic kinsman already domiciled in America. The immigrants, after the first generation, wedded the natives. The hybrid progeny "took after" the native parent in the particular that made it a non-parasite. Thus the astute entomologists were defeated.

Another odd angle exists in the fact that a new industry may bring about a brand-new and unexpected insect problem. Until about a year ago entomologists believed that insects loved the castor bean no better than children love castor oil. Yet when war forced us to develop the growing of castor beans in America, the Florida fields of the plant were immediately attacked by several species of insects, including the Southern army worm. Those utterly unanticipated allies of Germany would have destroyed the new undertaking if entomologists hadn't done quick work in finding means for combating them.

Huns of the Bug World

THEN there are insects which no known methods of assault or avoidance will destroy or successfully circumvent. A colony of Mediterranean fruit flies or one of the melon fly established in Florida would cause as much excitement among entomologists as would the invasion of an army. For those flies are deadly to the melon industry, which they have already rooted out from most of Hawaii. Melons once abounded there, but they are now as costly as in Iceland. When those flies are around, even cucumbers, squashes and pumpkins have to be grown under screens.

The piratical pink boll worm, now demanding admission to the cotton fields of Texas, is a similarly undesirable foreigner. It is a native of India and colonized Mexico after traveling through Egypt and South America.

In protecting our Southern cotton fields from the pink boll worm, entomologists have adopted genuine military tactics. A No-Man's Land, so far as cotton growth is concerned, has been established in sections adjacent to infected districts of Mexico. An embargo has been put upon every article of Mexican commerce that might be a conveyance for the worm or its eggs. Enforcing such prohibitions requires constant vigilance, but has been simplified and perfected by the use of army aeroplanes. Planes manned by real soldiers armed with cameras fly over the restricted areas and with the eye of the camera lens quickly locate surreptitiously planted patches of cotton or violations of the general quarantine.

Invasion by a Mexican army would cause less damage to values than would the establishment in Texas of a colony of the pink boll worm. Henry Grady may have had them in mind when he said of cotton:

"The trespass of a tiny worm on its green leaf means more to England than the advance of the Russians on her Asiatic outposts."

Similar but as yet not quite so militaristic precautions are taken against the invasion of other foreign insects of pernicious habits. Our ports are watched as carefully as, in war time, they are guarded against spies. Special guards are maintained at the Panama Canal to prevent, so far as possible, insects taking advantage of the world's commercial "cross-roads" to distribute themselves throughout the haunts of men.

Despite all precaution many harmful visitors from Insectia do reach our land and often play havoc with our plans. The Argentine ant, for instance, came in by way of New Orleans, and probably continues to come in; at least it has become an established pest of much significance in Louisiana and California. It is one of those unfastidious nuisances that plays no favorites. It destroys parasites that help control the scale pests. It is a sugar fiend, and will ferret out the substance wherever it exists in store or home. It ranks with the house fly as a carrier of disease germs. It, like others of its tribe, possesses an instinct amounting to high intelligence. No rule-of-thumb attack will down it, but the Government can tell you of the several ways by which its depredations may be prevented or lessened.

Another and more recent invader is the corn-borer, which hews out cozy niches in the stalks and ears of growing corn, destroys the plant, dwarfs the fruiting or consumes the matured product. The destruction it is already causing in New England and the near-Middle West has led the Secretary of Agriculture to ask Congress for a special fund of $500,000 to make war upon it.

The fig moth is another invader of direct interest to both agriculturist and business man. It doesn't confine its activities to the fruit from which it gets its name, but enters grain mills, like rice mills in the South, and does great damage to stored products. A man was sent to Smyrna in Asia Minor, whence it hails, to study it and find methods for combating it. He came back triumphant. Those methods bear on harvesting, packing and storing, including specially designed machinery and moth-proof containers for marketable products affected by the insect.



The Government entomologist who went to ancient Smyrna was but one advance guard on that far-flung battle line which economic entomology maintains for defending man and his industries from assaults by insects. The battle line, in many respects, is international in character; for an informal league of nations has long existed for making it effective. The contest is so acute that entomologists of all countries are forced to work together. No abstruse problems of self-determination, or expansion enter there!

And, in this connection, it is pleasing to find that bulwark of British stolidity, the Encyclopædia Britannica actually admitting American leadership in the world war on bugs. It doesn't go so far as to concede that America has more bugs; there always are limitations on the Britannica's concessions. It maintains that Great Britain has its due share of insects, but is forced to confess that Americans know more than Britons do about how to deal with many of the British varieties.

The subject is an old one in America, where, as the Britannica says, its study has reached the "highest perfection." Yet its scientific pursuit along practical lines is relatively modern. Men now living can recall the time when there was no Government entomologist; now there are hundreds. In addition, each State now maintains its force of scientific bug fighters. These forces are recruited from the score or more colleges and universities that have established courses in economic entomology.

War accentuated the importance of entomology as it did that of all the applied sciences. For many trillions inhabitants of Insectia took annoyingly impartial part in the conflict. All sides had to guard food products and war implements from them, while the insects of the trenches, vide "cooties," developed problems of strategy as difficult as any that confronted Pershing or Foch.

A Nameless Hero

AND this is a good place to call attention to the service rendered by an unnamed hero in helping to solve, at least partially, one of those problems. The Bureau of Entomology needed a "human incubator" to give verisimilitude to its study of the "cootie." A man who had sent his son to France and was grieved because they wouldn't let himself go came forward and volunteered for the job. His help enabled the Bureau to develop a laundering process by which clothing can be rid of the body pest without injury to the clothes, a contribution of peace-time value to the laundering industry.

The work of the Bureau thus leads to the study of many industrial processes and often into other sciences. A virtually new one was lately discovered by one of its expert attaches. Dr. A. D. Hopkins, in developing planting methods for outwitting the Hessian fly, found that plants and insects often know a lot more about climate than do human beings. He learned that rural philosophers who used to be guided by such things possessed real wisdom that was rooted in fundamental principles. He has reduced those principles to scientific codification, and thereby developed a science of phenomena, called phenology, which in some respects may supplant meteorology as a basis for weather prognostications, especially those bearing on occasional variations.

Economic entomology has confined itself very largely to the preponderating insect problems of agriculture. To this

(*Concluded on page* 85)

Some Questions, Mr. Hurley

Here are phases of the proposed plan to dispose of our merchant tonnage that might occur to a man who wanted to buy ships

By BEN H. LAMBE

THE war has given the United States as a by-product a merchant fleet. In the eighteen months ending with March 1 the Shipping Board had added to our merchant marine 619 ships with a total deadweight tonnage of 3,640,406. At the time the armistice was signed there were going in the United States more than three hundred shipyards, double the number owned by all the remainder of the world combined.

What are we to do with our ships? Many people are discussing plans. In shipping, as in other things, we were unprepared for peace and the time is rapidly approaching when a constructive program should be adopted. There are three distinct phases to the merchant marine problem—shipbuilding, the disposition of ships, and ship operation.

Chairman Hurley of the Shipping Board has advanced a plan which contemplates disposal of the government's ships. At the same time, it offers some suggestions for the operation of vessels. Since this plan of Mr. Hurley's is the first offered, and since it is put out for discussion it is entirely proper to ask Mr. Hurley some questions intended to illustrate the subject and to set people thinking with a view to arriving at a program which can be adopted.

Taking up Mr. Hurley's proposals in the order that they are offered, it is apparent that few are disposed to disagree with him as to the advantages of private ownership of merchant ships, but his statement outlining the manner in which the ships should be sold opens the way for questions. Mr. Hurley says the ships should be sold at a price which fairly reflects the current world market for similar tonnage.

What is the current world market price?

Mr. Hurley must know that the price varies in different countries and that the current world market is hard to arrive at. Who would determine the market price? And assuming that it is possible to arrive at a current world price, which naturally would be greatly in excess of the pre-war price, could purchasers who buy the ships compete successfully with owners who bought their tonnage when the price was low? This phase of the subject calls for the most careful study.

The Time Limit

MR. HURLEY would have 25 per cent of the purchase price paid down and would have the remainder paid in annual installments over a period not exceeding ten years, the deferred payments bearing 5 per cent interest and secured by mortgage. The second year's payment would be 10 per cent, the third nine, and each succeeding year eight; thus 60 per cent of the amount would be paid in the first five years.

Accepting as reasonable the amount of the initial payment, why should payments be limited to ten years?

The total amount involved would approximate at least five hundred million dollars and might go to a billion. That is a large sum of money for an industry to absorb.



Why not twenty years as the period of payment, which is the average useful life of a ship, and an interest rate of 3 per cent, with an additional annual payment that would result in the amortization of the unpaid balance at the maturity of the mortgage, or why not a plan similar to the farm loan plan? This would eliminate the development fund Mr. Hurley proposes.

Dealing with insurance, Mr. Hurley says that the purchasers should be required to keep their equity insured in America, and as there are not sufficient private resources in the country to underwrite all the insurance necessary the government should cover for the purchaser's account the government interest in the ships. The government could do this, he says, for at least one per cent less than the open market rate, although it is proposed that the open market rate be charged and that the difference be paid into the development fund. As additional payments were made the equity they represent would be insured in the same manner until 100 per cent of the insurance would pass into the hands of American companies.

What leads to the belief that American companies could not underwrite all of the insurance at the start? And what objection would there be to permitting, say, British companies to underwrite some of this insurance?

If the market rate is to be charged by the government, why should the purchaser not be permitted at the beginning to encourage private American enterprise in the insurance business?

Mr. Hurley would compel every purchaser wishing to operate in foreign trade to incorporate under federal charter, the charter providing that no stock could be issued in excess of the money actually paid in on the vessel.

Under this provision would not an operating company already established be compelled to surrender its charter and reincorporate under federal charter, or would it not have to operate newly acquired vessels under a separate federal charter? In either event, would not difficulties be encountered? Would not an established company having outstanding securities secured by mortgage find it impossible to disturb its charter as well as impossible to compel its stockholders to change its stock for stock in a new company? Would not a dual system of operation prove embarrassing in many ways? There is no reasonable objection to preventing watered stock, but in respect to established companies could not the same end be obtained in connection with newly acquired vessels by suitable provisions in the mortgage given to the government, thus avoiding the necessity of reorganization or the formation of a new company?

Under Mr. Hurley's plan, charters would provide that in each board of directors there should be one director named by the government who would receive no salary, but would get a fee for attending meetings. These government-named directors would attend meetings in Washington and advise the Shipping Board on questions affecting the merchant marine.

This provision undoubtedly contemplates giving the Shipping Board contact with operating companies as to making it sure that the board would know what each company was doing. But since these directors could not be expected to exercise any influence in the affairs of the company, would they not necessarily remain merely observers whose presence might prove embarrassing to shipping companies in that the companies would realize that their plans and deliberations almost certainly would be disclosed to competitors, and would it not be extremely difficult to find the right sort of men for the job? Is it not desirable that operators purchasing government-owned ships be on the same footing with owners who bought ships before the war? And would companies paying cash for their vessels have to make room for these government directors?

As to Profitless Routes

MR. HURLEY suggests that a number of important trade routes which must be developed might not yield profits and he sets forth that where the government sells a ship on condition that it be operated on a route not immediately profitable it would be necessary to provide for payment of defaulted interest from the development fund. When these ships began to earn interest and profit one-half of the profit would go into the development fund until the money withdrawn from the fund would have been replaced, the other half going to the stockholders of the company.

Does not this suggest that Mr. Hurley intends that certain vessels are to be sold only on condition that they are to be operated on certain unprofitable routes? And if the government is determined on what routes certain ships shall be operated without profit, why does the government itself not operate these ships? Is it not desirable that all ships and all routes be privately controlled? And can

(*Concluded on page* 68)

A British Frankenstein?

The coal industry, upon which was built the commercial might of the Empire, faces a crisis that threatens England's trade supremacy.

By GEORGE T. BYE
London Representative of The Nation's Business

THE ascendant god in the commercial Olympus of the British Isles, for more than fifty years, has been Coal. With reverent pokings have the inhabitants done homage before the several fireplace shrines of every household, though little realizing the relative omnipotence of their benevolent patron. In the fogs of London his spirit has hovered caressively over the world's metropolis. Winter or summer, the fog is there, now high, now low. Out of the blue he might look down and declare:

"This is my favorite domain. It prospers. It is supreme upon earth. And I made it so. Without me it would not have been made. Without me it would soon shrink into comparative insignificance.

"These, my people, I keep from chilling to death during the icy wetness of their six-month winter. I give them their light in the form of gas and electricity, and similarly their means of cooking. I enable them to travel on steam and electric trains. I enable them to earn livings by supplying my energy to drive their machinery. Mine is the only machine-energy available to them in their natural resources.

"Therefore, I am a principal ingredient of all their manufactured products, wherewith they trade with other nations for raw material and foodstuffs which they cannot begin to produce in sufficiency for themselves because of the smallness of their terrain and the fickleness of their climate. Chiefly from my help have they been able to dominate on the seas, for I am the great factor in the building of their ships, and I propel them. If in these matters they have kept me in the background when summing up their wealth and influence, it is due to the ingratitude of ignorance and not to a challenge to my puissance.

"Such has been my lavishness to these, my favorite people. I have given them so much of my substance that the nation has derived its wealth largely from coal exports. These exports in 1913 exceeded 73,000,000 tons, valued in shipping declarations at $250,000,000, foreign wealth that is almost wholly for British profit, only a small sum being deductible for imported pit wood. In addition twenty-five million tons went out of the country as bunkers or in the form of manufactured fuel. A great part of the overseas revenue of the steel and textile mills must be invested in British coal.

"At the same time, these coal exports provide a great British income in ship tonnage, lowering import freights. Besides, a great deal of thanks is due me for the measure of influence which Great Britain exerts upon nations dependent on it for coal. . . .

"How may I contrive to awaken in my British people a respect for my true sovereignty?"

Fanciful as this oracular quotation may be, it contains the unquestionable facts that the prosperity of the United Kingdom is laid upon a carboniferous foundation of coal over which the superstructure of wool, textiles, iron and steel products, and money are frail in comparison; and that the Coal god, in pique, threatens to withdraw his household minions, the miners, from their work until tribute in the form of a 30 per cent increase in pay and a reduction from an 8- to a 6-hour working day, and other perquisites, is granted.

As the Other Fellow Sees Us

ON March 13 a great Sheffield steel producer faced the grave men of the Royal Coal Commission. They asked him what he would do if he was forced to raise the price of his coal.

"If the advance comes," he said quietly, "I shall emigrate to America and take my works with me."

To prove that he was serious he told them that he had already established a sheet steel plant near Pittsburgh.

Much more testimony of the same sort was submitted at the hearings. A reading of it gives us a startling view of ourselves as the other fellow sees us.

We Americans spend a great deal of time damning the frailties of our industrial system. It is a bit confusing to be interrupted at this pastime by a voice from across the water that holds up the American idea as a brilliant model worthy of praise and duplication.

And if you think you have business troubles, just read this tale of what the vital coal industry of England is looking forward to.—THE EDITOR.

The Wage Demands

THE men are demanding, after an overwhelming plebiscite, what is estimated as an average of $1.28 a day increase in the great Lancashire fields. Wages here vary from pit to pit, depending on mining difficulties. The averaging works out as follows:

	A Day
Present earnings	$3.84
Thirty per cent increase	1.28
War Bonus, permanently demarcated	.72
Total	$5.84
Pre-war Average	$2.50

The miners, therefore, ask more than double their 1913 rates for a working day reduced by one-fourth. Taking a number of years into consideration, a coal trade statistician has figured the average annual production per miner at 280 tons, or much less than half that of the American miner (660 tons), who does not have to contend with ancient shafts and galleries crudely laid out, and who has the aid of mine machinery and pit protective devices not found in Europe.

If production is decreased one-fourth by that amount of reduction in the working day, the annual production would average 210 tons per man, or about 4 a week. This estimate may seem ridiculously small, but it is quite accurate.

"Per man" means, of course, per mine worker and not solely the so-called "hewer," the true miner. Among the mine-workers are those underground and those on the surface, including children. The official government figures for 1917 just published show mine employees of England, Scotland, Wales and Ireland to have totalled 1,021,340, of which 811,510 worked underground, including more than 58,000 boys under 16 years of age. Above ground there were 9,779 boys under 14, 20,003 between 14 and 16; 64 girls under 14, 1,314 between 14 and 16, and 9,669 females above the age of 16.

It will be seen that it is this number of pit and surface attendants, comparatively few in the more efficient American mines, that reduces the coal hewer's tonnage capacity. Consequently, the desired $5.84 a day, or $35.04 a week, of a miner (the proposed Lancashire average which is said to be a British mean) cannot be placed alongside the 4-ton per worker weekly average for an estimate of the tonnage wage average. That sensational figure would be $8.76 per ton—but probably never will be! The official figures give the pit-head price per ton during 1917 in an all-Britain average of $4.49, comparing with $2.43 in 1913. The 1918 pit value is now officially estimated at $4.80 a ton up to the month of July, and at $5.96 from July to September.

The British pit-head price today, as cited by Lloyd George in the House of Commons on February 27, is $4.32 a ton. On the same day the Prime Minister gave the "official estimate" that the miners' demands would mean an increase of tonnage cost of between $1.92 and $2.40, raising the mine price to between $6.24 and $6.72, which, he said, would be disastrous both for domestic manufacturing and foreign export. At the present time, on the eve of the threatened strike, household coal is selling at a controlled price of $10.32-$10.80 a ton. This would immediately jump to at least $12.24 to $13.20 after the grant of the concessions. These figures are an emphasizing obligato to the solemn and significant assertion of Lloyd George that:

"The cost at the pit's mouth, if these concessions are made, will be something like 26 shillings ($6.24) as against the American Pocahontas coal of 12 shillings ($2.88) at the outside. Those who know the South Wales coalfield know what has happened already. We have lost huge orders in Brazil, where we practically dominated the market before the war. We are losing in the Argentine. That is very important. We used to send coal ships to the Argentine, and they



Photo by Paul Thompson

Families of British miners going after their own coal during one of the strikes in the industry. These workers have had grievances—no one can deny that. During the war they got a taste of better pay and more power. Now they have gone to the owners with a demand for a 30 per cent increase in wages, a six hour day, and other concessions. If they are granted or refused the result will be dangerous for Britain's basic trade; a case of the devil and the deep sea with few parallels in history.

would come back with wheat and meat."

The Prime Minister mentioned the South Wales coalfield particularly because it has been Britain's best bet in the coal export trade. The pits are but a few miles from the sea. American collieries are inland. If American coal was less than half the price of Welsh coal at the pit, in the normal days before the war, transportation charges to seaboard of about $1.70 upwards a ton (as against a maximum of less than $0.48 in Britain) worked against the American industry.

In other words, the location of British mines near the Atlantic ports overcame America's advantage of lesser production costs. But the situation has become equalized today; in fact, it leans slightly in America's favor. It has been possible to sell 3,000,000 tons of American coal to Italy at a price under the British figure. Before the war Italy was a chief buyer of British coal, taking 9,000,000 tons a year, approximately the same amount going to Germany and more than 12,000,000 to France. Will this total of 30,000,000 tons be supplied annually by America? Yes, if the miners get their demands of pay and hours and *unless* the coal is exported at a loss. It also must be remembered that the British coal industry, and all its dependent associate industries, labor under an enormous extra overhead, and will continue so to labor for many years to come —the war debt. That counts in production.

Another Big Factor

IN addition to the f.o.b. coal market supremacy of America, there is a second situation serious to Britain. America now has a vast and rapidly increasing mercantile marine of her own today, where formerly she depended upon available British bottoms. British coal provided the outward cargoes of many ships sailing to South American ports, for one example. Any proposed co-operation between British colliery owners and ship owners to meet American coal competition would send British ship freights down to around a ballast figure. Ultimately, say the experts, America could force British ship owners to take less than the ballast rate (said to be 15 shillings, $3.60, per ton at the minimum) while making up to 30 shillings herself and finally could drive the Union Jack out of the business.

As shipping and coal are the Ace and King of export trumps, it seems from this side that American supremacy is easily assured. It is with despair that Britain is giving up the Ace and King. The Queen—low production costs—has long been in Uncle Sam's hand even though he had to contend with a row of deuces and treys in the form of European cheap labor.

British wages will not go to their pre-war low levels. The economic situation alone would prevent that. There has been too much destruction, too much lost time, in the world to permit living costs to sink back to any comfortable levels for a long time. And the war gave labor a taste of high wages and a consciousness of power. It liked the opulent flavor and means to have some more of it.

Coal being the common ingredient of all manufactured articles, an appreciable increase in its costs—even the effect of its present costs on industries no longer sustained by government contracts—tends to lift the price of every household commodity. All wages will have to go up, or stay up, to meet the rising values. Out of the sudden shift caused by an immediate imposition of an extra coal expense burden a great many industries might not be able to weather the storm and heavy unemployment might occur.

At the opening of Parliament I heard Lloyd George take up this dire prospect. He spoke in a voice low with emotion. "There is no danger of unemployment if certain essential conditions of employment are adhered to," he said. "What are those conditions? First of all, confidence must be given to those who are responsible for starting the wheels of industry and commerce. It is with difficulty we can get a move on. There is a great hanging back because men do not quite know what is going to happen.

"Confidence, therefore, is essential to setting the wheels of industry and commerce going. Disturbance creates unemployment, aggravates unemployment, perpetuates unemployment. What is the second cause of possible unemployment? If the cost of production in this country becomes so high that it reduces the purchasing capacity of the community as a whole, or puts us out of the markets of the world—and both will happen if the cost of production is too high—that means disastrous unemployment. A great increase in the cost of some essential ingredients like coal or transport may easily destroy our chance of restarting our great export industry. We are a great exporting country. I believe we exported before the war something like £1,000,000,000 worth of goods of all sorts. It was a gigantic trade. It used to be computed that half of that was

wages. Most of that trade was conducted on a narrow margin. A little change, this way or that, would have given the trade to someone else. Four shillings a ton on coal may deprive us of hundreds of millions of trade in all parts of the world. It means throwing hundreds of thousands of men out of work. I am not sure it might not run into millions. Would the miners gain by that in the end?"

It has been difficult to get recent statistics. The Coal Controller would give none. Perhaps this is in view of the government's contention, in support of its Royal Commission to investigate and report on the situation, that no proper figures are available.

However, there is one additional figure given the Commons by the Prime Minister as authoritative, an increase of 10 per cent in the cost of steel production as a result of a grant of the miners' demands. On this point Sir J. Harmood-Banner, Coalition-Unionist representing Everton, quoted to the House this recent message from the British Board of Trade: "America is able to sell steel all over the world £5 ($24.40) cheaper than we can. Please inform us how this arises."

The Board of Trade, said the member, knew the reason very well. It was due to high wages and the increased cost of material and commodities. The country was faced with that prospect in all the markets of the world. A steel firm he was connected with had not got an order from South America for a couple of months. All orders were going to America. An increased cost of coal would mean an increased cost of everything, and it was not only the steel industry, but every other industry, that would be further injuriously affected. Coal mines in Lancashire were working at a loss, the expenditure being in excess of the receipts, he said, and they would have to go to the Coal Controller to make up the difference. If this country could not compete with America and, in a short time, with other European countries also, there would be starvation wages or no wages at all for the miners.

Now that the *if* of the miners' demands has toned British industry with a tragic blackness, especially because of the unparalleled dislocation and debt of the greatest war, you may ask just how inflexible are the demands. Is this a sudden post-war spasm, a sputter easily controlled? The leaders of the miners found their arguments on living costs and on wage comparisons with other workers'. They admit that theirs is the British key industry and that they fully realize the gravity of their ultimatum, although they point derisively to coal dividends. They charge all responsibility for disasters that threaten to mine owners, who, they say, have prospered on the distress of miners and have ignored the methods of America that would have increased coal production and given them desirable working conditions. As the one solution of the problem, and with no backing down in their insistence of wages, hours and full pay to all miners newly demobilized or out of work because of incapacity, they ask for government ownership of the mines.

(*Concluded on page* 70)

What the Operators Have to Say

Interesting fragments of the evidence submitted by the coal men before the commission appointed to hear the testimony of the British coal industry, together with several pointed compliments to America and her way of getting things done

FAMILIARITY breeds contempt—distance breeds terrors. Therefore it is quite possible that the coal situation in England may not be as bad as some of its spokesmen are making out.

The Royal Commission appointed to take up the demands of the miners made a report on March 20. The miners asked for a thirty per cent increase in wages; the report recommended that they be granted two-thirds of their demands. The miners had further asked for a reduction from an eight-hour day to a six-hour day; the committee conceded seven hours' work underground, instead of eight, from July 16, and six hours from July 13, 1921, subject to the economic condition of the industry. England's present system of ownership was condemned and the report declared that a substitute must be found either in nationalization or unification, by national purchase or joint control. The committee undertook to pass upon the matter of nationalization of the mines by May 20. The government has accepted the report.

What action will be taken and what effect it will have on the industry must be left to time. It is certain that American coal men do not fully share the views of the British operators, who predict that the coal trade of the world will drop into the lap of the United States.

"It is true," they say, "that the United States is the only great exporting nation with a surplus of coal. We have so much that we have had to cut down our production."

"Then why don't you export it?" is the natural question.

They smile when you say that. And their answer is reminiscent of the first days of the war. It is two words.

"No ships."

That America can compete under the present conditions is evident from big sales on England's side of the water. But some of the statements made before the Royal Commission need to be discounted. It is true that the American miner makes more than the British miner of the same grade. But he produces a great deal more coal. And added to that is the fact that the American still has to pay a higher price for the necessities of life in spite of the fact that there have been great price increases in England since war began.

Exact comparative figures are not to be had in Washington. But there are available statistics that will give you an idea of the relative purchasing power of the American quarter and the British shilling. Sydney Webb told the commission that the American hewer was making approximately $48.00 a week. The average wage of the British miner, including his bonus, is $27.36, or at the rate of $1,422.72 a year.

A report made in England in 1918 gives the average weekly expenditure of a "standard" urban working class family. Such a family of the employed-at-home class consists of 4.57 equivalent men or units. The general average of expenditures for skilled, semi-skilled and non-skilled workers' families was $18.35 a week.

During August of the same year, the expenditures of an average working family at Scranton, Pa., containing an average of 4.6 total in the family, was $24.36 a week. This was for a family making from $1,200 to $1,500 a year.

Some of the evidence given before the hearing of the Royal Coal Commission was so dramatic that we repeat it for our readers:

OF the 3,300 mines in Great Britain, there are 1,452 owners, companies and individuals. Profits for 1918 up to September were about $187,000,000, or 85 cents a ton, excluding about $28,800,000 in mine royalties.

Figures for five years ending in 1913 showed an average output of 270,000,000 tons a year, of an average pit-head value of $2.10 per ton (including the value of boiler consumption); and average profits, $91,200,000 a year after deducting for depreciation, but not deducting the average of $28,800,000 royalties. The difference was $62,400,000, or slightly under a shilling (24 cents) per ton in profit.

Profits in 1916 were 70 cents a ton, and 53 cents in 1917, as compared with the pre-war minus 24 cents, due to inflation in prices resulting from the submarine menace which caused a glut of coal in the export fields and tied up thousands of railway coal cars, also causing a failure of continuity in the mines.

The Coal Controller advanced coal prices 60 cents a ton in June, 1918, to help some of the mines that were losing money and needed encouragement, and to make the control department self-supporting. This cost the consumer $120,000,000, of which the Coal Controller got $48,000,000, the British Exchequer (in excess profits tax) $48,000,000, and the mine owners $24,000,000.

Socialist members of the Royal Commission made a great point out of the government's nursing all the mines to take care of weaker ones, arguing that nationalization would result in an averaging of costs to the consumer.

Until January last it was agreed by the British industry that American coal should not be transported to Europe. Competition was now being felt. Export prices rose from 14 shillings a ton in 1913 to 33 shillings at the end of 1918. This export witness, William Alexander Lee, secretary of the Coal Mines Department of the Board of Trade, said that American competition was specially feared in the Mediterranean market and that it had been said American coal would be sent in substantial quantities to Europe by June next. He said he regarded the American tonnage as "a distinct menace."

Sydney Webb, a Socialistic member of the Royal Commission, said: "Those people who are discouraging our miners from asking for a better standard of life ought to know that

the American hewer is getting approximately £10 ($48.00) a week. It is a fact that ought to be made known in Northumberland and Durham and such districts to encourage miners there to do likewise."

A. L. Dickinson, Financial Adviser to the Coal Controller, figured that the 30 per cent increase in wages would mean an addition of 96 cents a ton to the cost of production ("perhaps more to the selling price") and that a change from an eight- to a six-hour day would lead to a reduction of 20 per cent in output.

BENJAMIN TALBOT, president of the National Federation of Iron and Steel Manufacturers, said that for every shilling advance in the price of coal the corresponding increase in steel would be 4 shillings a ton, as four tons of coal are required for a ton of steel. Foreign steel, he said, now sold at £2 5s. a ton under the British price, and foreign wire £7 less than the British price. He said the price of steel was falling in America and a very bad time was ahead for Britain. Competitive power at home as well as abroad would be seriously affected. The miners' demands would mean an approximate increase of 32 shillings 8 pence to 44 shillings in the cost of steel, a commercial disaster. "Did you ever hear of the wonderful phrase, 'scientific management,' in America?" he was asked. "Does that mean the smallest wages to the worker?" Answer: "No, they get higher wages in America."

Sir Daniel Macaulay Stevenson, member of the Controller of Coal Mines Consultative Committee, said he had a brother in America whose wages bill is double a British mine's, yet his wages bill per ton is just half what it is in Britain.

Sir Thomas Watson, partner in the coal firm of Tynan, Watson & Company, said the leading position of Great Britain as a shipping and trading nation was due chiefly to the coal export trade, and that the f.o.b. price of British coal to-day was much too high to justify any hope of continuing the lead when present war conditions came to an end. Ten shillings a ton in production costs cut the British advantage over America in exporting to France; 8 shillings with Italy. Present British exports to France were 16,500,000 tons a year, of which 56% came from South Wales. America, with an output increasing 50,000,000 tons a year, could now supply Europe's needs as well as her own.



© Paul Thompson

Here's the cause of all the discussion. A typical youth of the Welsh coal mines. The operators claim that the demands of the men are going to kill the sooty goose that laid so many of Great Britain's golden trade eggs.

ALBERT EDWARD BOWEN, chairman of Wilsons, Sons & Co., coal exporters, chairman of the Buenos Aires Great Southern Railway Company, said on March 11:

"Previous to 1914 only very small quantities of American coal reached the Brazilian and Argentine ports. There was considerable prejudice against American coal owing to its appearance, it being small and friable, but when shipments from the United Kingdom became difficult and almost ceased, consumers were obliged to take American coal and they soon discovered that it was nearly as efficient as second-class Welsh Admiralty coal for steam-raising purposes." Continuing, Mr. Bowen said there was a large surplus of American coal for disposal, and any further advance in the price of British coal would have the effect of leaving the whole of the South American market to the Americans. America is also reaching out to Europe offering large quantities of coal at reduced prices, subject to trial cargoes proving satisfactory. Before the war the coal trade of the German government was the chief menace, but now a more formidable competitor was had in America, whose production was greater than Britain's and Germany's combined.

On behalf of the Associated Chambers of Commerce, representing 40,000 firms in the United Kingdom, A. J. Hobson, chairman of Messrs. William Jessop & Sons, Messrs. J. J. Saville & Co., Ltd., and Messrs. Thomas Turner & Sons, all of Sheffield, testified on March 11. He made the sensational statement that he would emigrate to America with his works in the event of an advance in coal prices. He already had established one plant for the manufacture of sheet steel near Pittsburgh, Pa. To the question, How much are miners' wages susceptible to increase consistently with your trade going on? Mr. Hobson replied, "The trade cannot even carry the country over to-day's crisis."

Resuming his testimony on March 12, Sir Richard Redmayne, Chief Inspector of Mines, informed that the average time of raising and lowering miners in the shafts was 74 minutes, 37 minutes each way. Coal hewers spent an average of 60 minutes going to and from their work when they reach the bottom of the pit. He said that Great Britain had 643 coal cutting machines in 1903 producing 5,245,579 statute tons, compared to America's 6,658 machines and 69,620,441 tons, these figures rising in 1916 to 3,459 machines and 26,303,110 tons for Great Britain, and 16,197 machines and 253,295,960 tons for America.

He said that coal mining and agriculture were the leading industries, and that coal is more important to Britain than her navy.

Iron Rations for "Men of Iron"

THE SUPREME ECONOMIC COUNCIL is a power in Europe, although it dates only from mid-February. It deals with all questions of food, raw materials, blockade, shipping and finance. The Food Section of the council, with our own Food Administrator as chief, works from Paris and has charge especially of supply and relief for central Europe, and as a subsection has the Committee of Representatives of the Inter-Allied Food Council at London, which attends to the needs of European allies and of rationed neutrals.

The months before the new harvest are the critical period. With supplies going to Finland, Poland, Roumania, German-Austria and now to Germany, the Economic Council has to strain its resources. The part of North America in furnishing food is by no means ended. Conditions in ocean transportation caused by the war have not passed. The British Food Controller declares there is not sufficient tonnage in the world unless it is used to obtain supplies from the nearest sources. Consequently, some wheat will have to remain in Argentina and in Australia while higher-priced grain is taken from Canada and the United States to meet the emergency. The size of the problem of transporting food overseas may be gauged by the circumstance that 150 steamers were allocated to go to Australia and New Zealand in the first five months of 1919 for meat and grain.

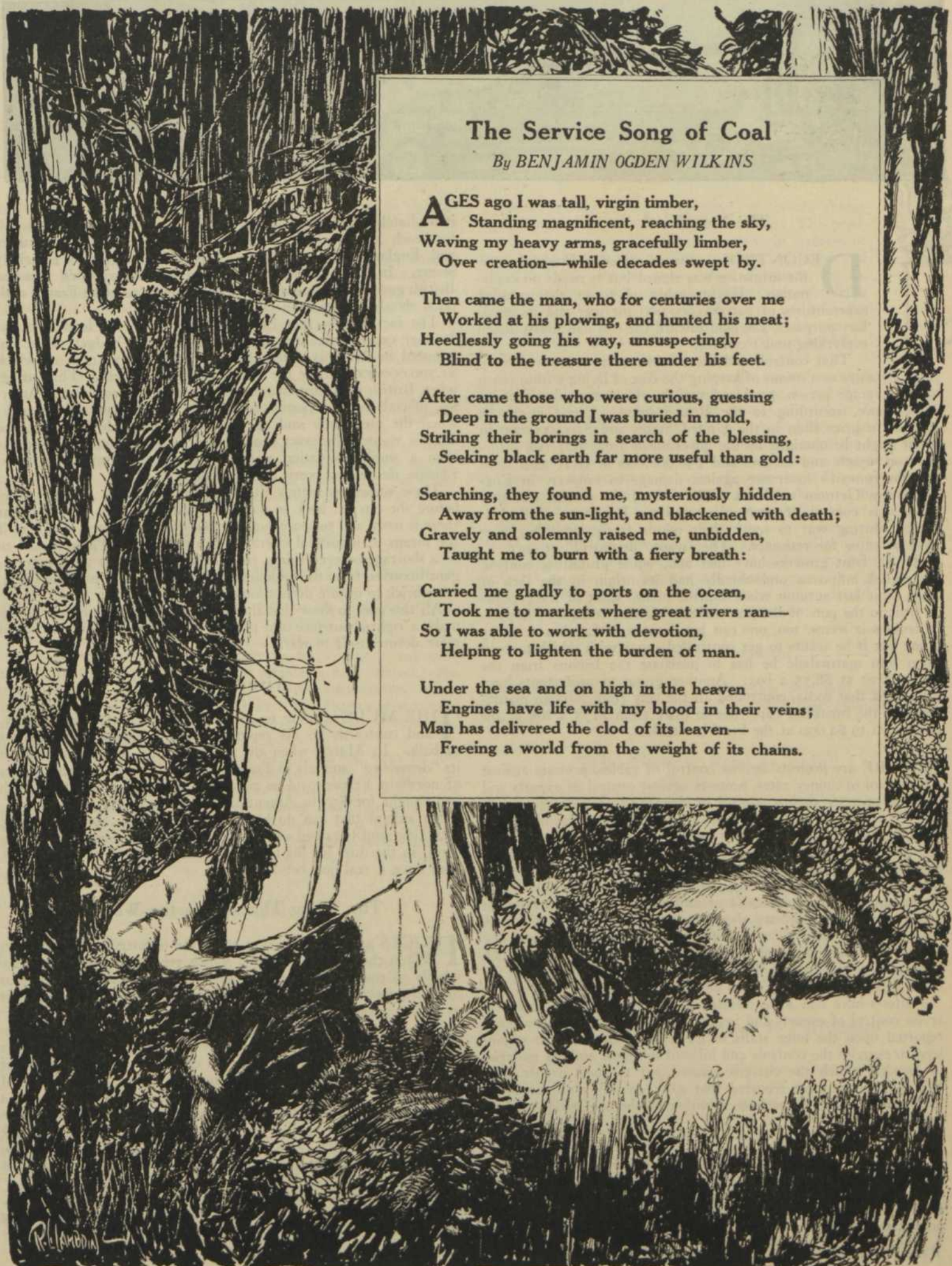
Food,—plain flour and bacon, is the real basis for reconstituting Europe. Thirty thousand tons of bacon were the first item for Germany, arriving in the middle of March,—months after delivery would have been possible if Germany had promptly followed the armistice conditions which required it to use its own tonnage for its own food. Within the last few weeks England has sent to Germany 270,000 tons of food,—through a stroke of poetic justice, mostly "iron rations" which England stored up in the dark days when the submarine was playing its greatest havoc and Englishmen were preparing to endure, if need be, the worst of which the submarines were capable.

Bridging the Industrial Gap

TRANSITION POLICIES are the order of the day in England. Government expenditures are gauged, not altogether with a purpose of saving money for the treasury, but partly to keep wage payments to workers approximately constant, government business decreasing only as civilian business grows. As another part of the internal policy the government seeks to stimulate domestic trade and is pushing public works which give a wide range of employment and will spread employment through a large number of trades. It began by placing orders for 800,000,000 brick for its housing schemes, of which 420 are already under consideration.

The export policy is the second of the series. In this direction it tries to get countries now without means of making payment to admit goods on an understanding that payment will be a first charge against indemnities they receive. To non-blockaded countries England lets goods be sent without restriction except in so far as they are needed for naval or military purposes or for consumption or manufacture at home, or are benefited by subsidies from the government for production or by government purchase. The articles which go to blockaded areas are determined through negotiation with allies.

England's policy toward imports into the United Kingdom are of most interest to the rest of the world. Raw materials needed for British manufacture are admitted freely. Semi-manufactured goods needed for further manufacture in England are admitted except in so far as they are produced in England by industries which it is considered important to foster and shield. Manufactured articles are subject to restriction unless they are considered necessary for consumption.



The Service Song of Coal

By BENJAMIN OGDEN WILKINS

AGES ago I was tall, virgin timber,
Standing magnificent, reaching the sky,
Waving my heavy arms, gracefully limber,
Over creation—while decades swept by.

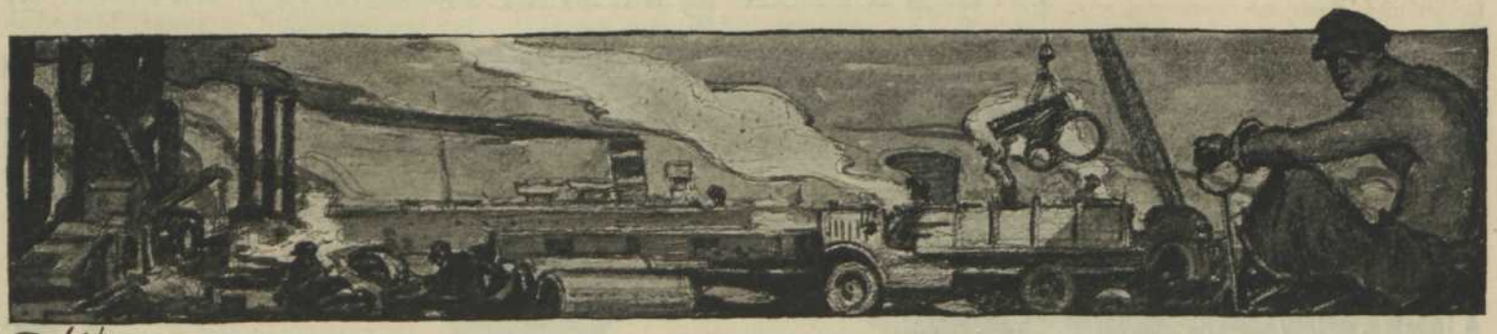
Then came the man, who for centuries over me
Worked at his plowing, and hunted his meat;
Heedlessly going his way, unsuspectingly
Blind to the treasure there under his feet.

After came those who were curious, guessing
Deep in the ground I was buried in mold,
Striking their borings in search of the blessing,
Seeking black earth far more useful than gold:

Searching, they found me, mysteriously hidden
Away from the sun-light, and blackened with death;
Gravely and solemnly raised me, unbidden,
Taught me to burn with a fiery breath:

Carried me gladly to ports on the ocean,
Took me to markets where great rivers ran—
So I was able to work with devotion,
Helping to lighten the burden of man.

Under the sea and on high in the heaven
Engines have life with my blood in their veins;
Man has delivered the clod of its leaven—
Freeing a world from the weight of its chains.



The New Word

DECONTROL is a word coined in England since the armistice was signed but it needs no explanation. Having a big job to do, that entailed expenditures of $40,000,000,000 for war and its ancillary purposes, England toward the end had pretty much everything under control.

That control, and the subsidies that went with it in some instances as a means of keeping the cost of living within reach of the average person, produced various pleasant results is of no consequence, according to the British mind. Bread might be cheaper in price than in the United States and $100,000,000 in profit might be obtained by the government from war risk insurance on vessels and cargoes and $50,000,000 in clear gain from the government's insurance against damage to property in England from German airplanes. The nub of the matter was that there was control of economic activity. Britishers disliked it enough during war to speak their minds freely, and they now have no cause for reticence. They want "decontrol" at once.

British fruit growers have met and, while protesting control, announced influenza undoubtedly had its origin in the lack of fresh fruit last autumn when control turned most of the receipts of fruit to the pots of the jam makers. Under control of imports of lemons it seems, too, one can buy lemons in London at $2.75 a box but if he wants to get controlled sugar with which to turn them into marmalade he has to purchase the lemons from the government at $8.75 a box. Another group of protestants have discovered that cocoa, controlled all the way from African plantations to the breakfast cup, rises in price from $175 a ton at the plantation to $2,000 at the breakfast table.

THERE are protests against control of cables, protests against control of money rates, protests against control of exports and imports, protests against control of ships, and protests against all the restrictions, in particular and in general, upon the liberty an Englishman prizes. When the new bill for a ministry of ways and communications was brought forward, the *Fish Trade Gazette* declared the fishing industry already had to deal with seven permanent and four temporary departments, twenty-five boards, and eleven committees, and instead of affording relief the government proposed the new ministry should control fishing harbors, a new department of scientific and industrial research should supervise marine investigations, and a new ministry of health should look after stream pollution! The *Gazette* doubted if any fish at all could be caught under so much official attention.

Protests have had some results. A council has been created to revise control of exports and imports, and a committee has already reported upon the huge staffs of government departments organized to exercise the controls and billeted in hotels and art galleries in London which the citizens wanted put to their proper uses. When this committee reported that 4,000 persons were employed in censoring mails, immediate abolition of the censorship was demanded.

BRITISH controls have reached far afield. Foreign exchange was one of the most important subjects of control, for it reflects economic and financial conditions around the world. Rather suddenly, in March, England released this control. The pound sterling in New York, which it had kept "pegged" at $4.76, immediately dropped. Rates in London on other countries reacted, too, each in accordance with the situation between the country and England. The result for French exchange was especially severe. In some quarters in England it was suggested that the British government might have acted in order to make France realize it should put its financial house in order.

The fact may be that England has a pretty big load to carry. Its war expenditures are not ended. Its new budget, to be announced in April, is expected to reach $7,000,000,000, of which $1,700,000,000 will be for interest on the war debt. This spring, when British merchants wanted to import wool from South America, officials refused permission because of the state of exchange; when the merchants said payment could be made in goods, the officials wanted the exact exporters to be pointed out. There has been a similar situation with respect to importation of Swiss ribbons, desired by every British maiden.

These situations merely illustrate the difficulties England faces before she can get back to normal conditions. It is reported that there is work and to spare for everybody in the United Kingdom if the means of industrial operation are provided. There is said to be a shortage of everything, from necessaries to the most extravagant luxuries, from the humblest means of transport to ocean liners, from brick to ornate decorations for mansions.

All this goes to show that the world cannot in twenty-four hours make a right-about-face and pretend it did not for four years and more devote itself to war.

Vive le Mule

THE MULE is going to do his part in reconstructing France, and contrarily to his reputation can be depended upon not to balk. In March when the English army was auctioning off its "demobbed" animals in French towns, the hard-headed farmers of northern France paid as much as $200 for mules the British had bought for $50 in Argentina, and driven hard in the war.

An animal that can do his daily stint on any kind of fodder, including sand bags and sawdust, and needs no grooming but takes a roll in the dust for his toilet, apparently appeals to farmer folk who have a real job before them.

The Thing That Turns the Wheels

PRICES are the energizing force for industry and commerce. When they are at the level which represents equilibrium the wheels go round with a merry whir, and when they "get out of line" the machinery of production and trade develops an amount of broken parts that makes the repairmen frantic.

The proper level of prices is obtained through the interaction of so many elements that, once prices have been upset by such a wide disturbance as war, time alone can restore order. Ways of expediting the process of time are, however, being sought. Official England has set out to use its great stock of raw materials as a means to get prices down to anticipated post-war prices. It admits it has put its hand to a difficult task. It has one eye upon the danger of placing a check upon production and the other upon increases in wages, in costs of coal and power, and in rates for transportation.

Questions about fixed prices England very handily avoids. When the government was taken to task about prices having been established for soap, for instance, it had a complete answer



in the circumstance that the prices were agreed upon by an association of manufacturers. That is both legally and ethically sound, in England.

American law and ethics do not necessarily follow the British pattern. When a committee attempted to announce prices agreed upon by industries as fair for the public some officials dug up the Sherman law, declared it had in it all the signs of vigorous life, and that the blessings of competition were not under any circumstances to be foregone. Maximum prices might be set during the war but, according to this point of view, minimum prices after the armistice are altogether another story.

Trees That Are to Fly

TREES and six billion of them, on two million acres of land, form one of the items in England's reconstruction program. Spruce is among the varieties and is chosen in the hope that when they are ripe for the woodman's axe airplanes will still be in vogue.

Here's One Crop That's Short

THE ICE MAN will this year require all the sympathy of which human nature is capable in warm weather. From the point of view of the man who harvests ice on lakes and rivers, Winter this year abandoned its proper function.

To be sure, the Weather Bureau has its statistics, and they show no great departure this year from "average normal winter temperatures." In these figures the ice man refuses to take interest. He knows that the usual short periods of low temperatures which really make ice were lacking. To relieve the distress of temperatures at the top of the scale he needs in his business extreme temperatures at the other end of the scale.

This year he garnered up less of an ice harvest than he has collected since the "unpleasantly notorious winter of 1890," as men in his business call the last season when Winter failed to do its part. Even if the prohibition that comes into force with July should save all of the 20% of the ice supply that has gone to saloons, the ice-machines will obviously be worked to their capacity, and it is a cause for gratitude that the armistice has released ammonia.

Equipment for July 1?

CORPORATE CHARTERS of old-fashioned sorts are obviously esteemed over the modern variety. One bank is so much of this mind that it struggles along under an old charter which authorizes it to furnish pure and wholesome water to the city of New York, and keeps the spark of life in the charter by maintaining a pump in its back yard, in order that all who wish may drink.

A Moving Picture of Commerce

A TRANSPORTATION PICTURE for the country seemed impossible before the war. The currents of traffic had become so tremendous and so interwoven that the result had the effects of a kaleidoscope. To be sure, the Interstate Commerce Commission's discussions of cases set out much of the picture, but only the wise ones knew where to look to find these charts of our domestic commerce.

The necessities of war have gone far toward changing the kaleidoscope into an ordered chart. The products of each part of the country appear in streams of traffic pouring steadily to their markets, at home and abroad. In the central west during February, for instance, 426 solid trains of tank cars carrying petroleum moved from the mid-continent oil fields. Almost the same number of cars of live stock converged from ranch and farm into Kansas City, and in and out of these currents wove 106 trains carrying troops.

The movement of traffic to foreign countries comes into the light most plainly at the seaboard. During February an average of 415 cars of commercial export freight arrived at New York every day,—or almost twice as many cars daily as in January. Following around the margin of the country from the busy ports of the North Atlantic coast, one sees, on February 22, ten vessels at Savannah taking on cargoes for Europe, eight schooners taking on lumber at Pensacola for Cuba and South America, four vessels clearing at Mobile for Cuba, five ships loading lumber at Gulfport, twenty-nine vessels in addition to grain boats taking on cargo at New Orleans, three steamers clearing at Texas City with miscellaneous cargo for Mexico, seven vessels in addition to grain ships in port at Galveston for cargo, 1,250 cars of export freight at San Francisco, and 4,300 more at the ports of Puget Sound.

Altogether, the traffic picture is impressive.

Outrageous Fortune!

SHAKESPEARE has got into trouble that will disturb his ghost. England has just rediscovered that Hamlet was a German!

"The Shortest Road to Ruin"

NATIONALIZATION has no easy road to travel. The British committee on coal mining which reported in March and had a mandate to consider nationalization of the mines postponed a final decision until someone would be hardy enough to show how the idea could be carried out and suggested that perhaps something else might answer the purpose. Meanwhile, the bill which could have led to nationalization of means of land transportation met such opposition that it had to have this feature eliminated. Even in Germany a scheme for nationalization of the chemical and dye industry brought forth telegraphic protests to Berlin from the workmen in the factories; they styled the project the shortest road to ruin.

Introducing Chewing Gum to Parliament

CHEWING GUM, like some other American institutions, is making its way in the world. It has now appeared in the British Parliament,—to be sure, not as yet in use but as a subject for debate. The members of the House of Commons found themselves in some embarrassment, because they did not know exactly what chicle might be. Thereupon, a representative of the government dutifully undertook to ascertain, and reported that "it is an elastic gum produced from the berry of a tree which is grown in Central America and is used as a masticator."

So far, so good!

Business as a Peacemaker

Our trade practices give us fair or evil repute abroad—the Department of State must guard our good name as well as help in the extension of our commerce

By WESLEY FROST

Chief, Economic Intelligence Section, Foreign Trade Adviser's Office of the Department of State

THE State Department operates mainly in silence. The scope of its work, especially along trade lines, is therefore easy to overlook. There has been room for the unjust suspicion to gain currency that the Department has a false dignity which restricts its attention to a so-called "high diplomacy" composed of impractical abstractions.

Nothing could be farther from the truth. "The Department," to quote Breckinridge Long, Third Assistant Secretary of State, "has a very deep and sincere interest in foreign trade, in upbuilding it and stimulating it." A Department whose function it is to care for our foreign affairs could not possibly ignore or even deal casually with the trade and commerce which make up four-fifths of those affairs.

The subject matter of our foreign treaties has now for decades been predominantly commercial, financial, or maritime. Our international discussions have dealt principally with questions regarding tariffs, waterways, commercial cables, and essential raw materials. Trade matters have formed the very warp and woof of the fabric which the shuttles of our diplomacy are weaving.

Innumerable business and governmental forces are working day in and day out in all parts of the globe to promote American commercial activities; and upon the state Department fall the burdens of forestalling or removing friction and of opening up new avenues for these activities.

Our Shipping Board and Emergency Fleet Corporation are doing effective work toward American ownership of the transportation facilities which carry American freight; and Mr. Hurley's plans affect our relations with many foreign countries. The Department of Agriculture, especially through its Bureau of Markets, is dealing with the vast distribution of our cotton, wheat and dairy products to foreign nations. The Treasury Department and the International High Commission are seeking to regulate international exchange and international loans for the benefit of our commercial community. The Bureau of Mines and the Geological Survey are handling the problems of world trade in coal, tin, tungsten, manganese, potash, and copper. The Railway Administration is seeking to get our exports down to the sea on as favorable terms as the railway systems of Europe. The Department of Commerce is distributing throughout the country the trade information sent in by our great corps of consular and diplomatic officers abroad.

Strong Fears—And Hopes

CONCERNING each of these activities, and others of equal importance, the Department of State is forced to entertain at once strong fears and strong hopes. It must exercise unceasing solicitude lest our good standing among the nations be damaged by our trades; and it must foster constant aspiration that our foreign friendships may be strengthened by them. Nothing could be more productive of war than a policy of improper commercial aggression and exploitation by Americans in foreign lands; and nothing can be more conducive to world peace, which is perhaps the prime object of American diplomacy, than wholesome and extensive international trade by Americans based upon the mutual advantage of all the parties to it.

It thus becomes evident that the State Department is under the most vital compulsion to exercise a jealous guardianship over our trade in every foreign land, and to collaborate at home in the plans of every trade-promoting governmental office.

And it is not only the importance of this work that is striking, but also its enormous volume. War has precipitated an avalanche of new trade problems fairly onto the shoulders of the American Department of State.

The interallied agreements as to supplies and shipping, while they were directly arranged by representatives of the various emergency war boards, have had to be studied and approved by the State Department from the standpoint of their permanent bearings upon our foreign trade relations. And now that peace is returning, and our emergency governmental offices are shrinking or disappearing, our international trading strategy is left as perhaps the greatest underlying element in all the State Department's concerns.

Enter, A Stranger

THE decisions of the Supreme Economic Council in session at Paris must be given a permanent place in our general foreign policy, and must later be administered with constant reference to that policy. If there shall be created a permanent economic league or council, as ancillary to the political League of Nations, the tasks of the State Department in connection with the operation of such a league will be even more difficult and complex than if no such economic world-association is formed.

Economic internationalism, like every device of modern civilization, will call for careful articulation and skillful tendance. It will mean more and better economic work by our foreign office, not less or easier work.

It is probable that few business men have any definite conception of the elaborate machinery, old and new, which the Department is maintaining to handle such foreign trade responsibilities.

The largest single agency operated by the Department for trade purposes consists of the overseas consular and diplomatic corps. The Department maintains at present more than 500 consular officers of career and nearly 200 diplomatic officers, stationed in all parts of the world, and giving the major part of their energy to the promotion and protection of American trade interests. These men are the possessors of a special training and experience along commercial and economic lines.

The work within the Department itself at Washington is perhaps least known to the average reader of THE NATION'S BUSINESS. This work may be divided into three classes: the administrative work, comprising routine mechanical functions; the work of analytical and interpretative study by economic experts; and the executive work of procuring definite action.

The administrative work consists, first of all, in superintending in detail the trade activities of consular and diplomatic officers, and in regulating the mechanism of trade reporting by these officers. The Director of Consular Service, the Chief of the Consular Bureau, and the Foreign Trade Adviser are charged with the duty of prescribing, either independently or jointly, the manner in which consuls conduct catalogue and sample rooms, the extent to which they may approach foreign firms with requests for information, and the methods by which they prepare and transmit cable or manuscript trade reports and trade letters. The extent to which the interest of American consuls in business matters shall be obtruded upon foreign business men calls for innumerable difficult rulings.

Another class of routine work relates to the handling of the trade reports, letters, and despatches of diplomatic and consular officers when they reach the Department. The distribution of these communications to the various agencies which can give them appropriate attention is a duty of the Economic Intelligence Section of the Foreign Trade Adviser's Office. Confidential material, and despatches calling for executive action, are referred to the Foreign Trade Adviser and the Assistant Trade Advisers, one of whom is Chief of the Economic Intelligence Section.

Copies of reports and despatches relating to the work of other departments are transmitted to such departments. For example, despatches on merchant marine difficulties or opportunities are placed before the Shipping Board and the Bureau of Navigation, and despatches on cotton stocks go to the Department of Agriculture.

In making this distribution the Chamber of Commerce of the United States is one of the exceedingly few non-governmental agencies which the Department of State recognizes. A substantial number of reports are routed regularly to the Chamber.

A suitable censorship is exercised, but usually confidential information which could be of service to the recipient organization is imparted to it under seal of confidence.

Getting Them to the Public

A FEATURE of this distribution service is the routing of reports to the Bureau of Foreign and Domestic Commerce, of the Department of Commerce, for dissemination to the public. The publication of consular reports, especially during the past twenty years, has been largely responsible for our national education as exporters,—notably on such matters as improved packing, longer credits to foreign buyers, sensible advertising abroad, and the establishment of branch banks. Equally important are the definite trade opportunities reported by the Consuls and sent to the Department of Commerce for the benefit of American merchants. Within recent years these practical trade opportunities have aggregated above 28,000 in number.

The administrative or mechanical work of the Economic Intelligence Section also in-

(*Continued on page* 56)



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A Fifth Avenue haberdasher would not think at first glance that this Korean coolie would amount to much as a customer. His sandals and the ropes of his harness are of frayed straw. His entire costume would not cost a gold dollar. Yet added to the demands of his 17,000,000 fellow countrymen, the cheap cotton cloth that covers him and the single cigarette that he allows himself in periods of special affluence achieve a total worthy of the respect of our greatest exporters. Trade in this market must be sought with care—"Chosen" is at present suffering with a political indigestion.

Jobs in the Home Town

You imagine the discharged fighter goes straight back to his folks? Here's what really happens—together with other curious phases of the task Col. Arthur Woods has accepted

By THOMAS H. UZZELL

THEY went away, those boys of ours, as sons, brothers, the boys from the office and the factory whom we called by their first names. Then we saw them march, in their first parade, still without uniforms. Not soldiers yet: they were just Bill and Jack and "Red" going off to kill and to be killed.

Uniformed, armed, drilled, the individual merged into the vast khaki colored military machine. While the war was on we called them "forces." Now that the war is over we call them "the returned soldier."

When Bill went away we shook him by the hand and said: "Good luck, old man." Now that Bill is returned, we talk about "rehabilitation," "industrial replacements," and Bill has become a numeral in a column of statistics.

The way to get Bill back on the job is to treat him as we treated him when he went away. Nothing could be more simple and obvious than that—yet it took the right man to discover it.

Colonel Arthur Woods is that man. Called to Washington by Secretary of War Baker to help get the boys back on their jobs, he says: "To make these three million boys happy again at their old places is no easy task, but we're going to do it one hundred per cent and the one thing that will turn the trick is just to remember that it is a human problem, that we must treat our 'returned soldier' as a man.

"I make no appeal to duty," continues the new War Department employment officer. "I hate that word. But I do appeal to the American people to show the returning soldiers the same spirit which the soldiers themselves are bringing back from overseas: a feeling of fraternity, of comradeship, of help-the-other-fellow. If we can't meet them in this spirit, we can't do anything. And I don't want to have anything to do with those who haven't got it."

In other words, you can Yank an army into being, but you have to Man an industry.

Loaded with statistics on the subject of soldier unemployment, depressed from my study, prepared to spring upon Colonel Woods all the "posers" I could think of in connection with his new task, I was ushered into his upper, rear office in the Council of National Defense building at Washington. The Colonel, already back in civilian clothes, tall, dark, pleasant, literally pulled me to his desk by the shake of his hand.

We sat down. I forget what we said at first; it was more laughter than talk. And in the midst of the laughter I "chucked" all my statistics, forgot my "posers," and during the half hour or so I interviewed the Colonel I never breathed anything about difficulties. It simply can't be done in his presence.

That's the Colonel—sometime holy terror to gangsters, bomb throwers and gunmen in a certain big city up the coast. He is not only good-humored and optimistic. He gives off these qualities to others. He's infectious. Men like him. He has the direct, human touch.

I remember now that one thing we laughed about was this. I said: "I want to find out why you were put on this job. From the New York police blotter I learn that you have been student, teacher, newspaper reporter, political reformer, world-famed Police Commissioner of New York City, lumber importer, cotton goods manufacturer, politician, Government publicity expert, Assistant Director of Personnel in the Air Service of the United States. Now what am I to make of that?"

"That's a puzzling record, I'll admit," he chuckled. "It puzzles me myself sometimes."

"Well, why were you picked for this particular work?"

"I don't know; but if you find out, I wish you'd let me know."

I'm prepared now to make a pretty close guess, and here goes to let the Colonel know:

The unemployment problem of this country, like all the other sticky economic messes with which Sister Peace has the country, had rather discouraged us. We were struggling with it with gloomy seriousness. We seemed to be working still by the light of gun flare and dugout candles. What we needed more than anything else was, not more official bureaus or statistics, or appropriations, but a strong, fresh breeze of old fashioned, kindly human sympathy.

There were and are over two thousand welfare organizations spread out over the United States looking after the business interests of the returned soldier. These organizations have been sympathetic. But their sympathy has been too much localized. There is proof of this in the fact that thousands of idle soldiers are congregating in the large cities and only about three-fourths of those asking for jobs are actually getting or accepting them.

Why, then, this failure to secure one hundred per cent results?

Answer: The returned fighters are not going home. And the reason they are not is that their home communities are not pulling them. That is why the sympathy shown by the welfare organizations must spread. Business men, and the home folks in general, must understand the human side of this problem. The soldiers have cards to sign; there are posters on the street cars; we have employment bureaus—all fine and lovely—but one thing more is needed: to knit all this effective machinery, all these sympathetic people, into a closely woven network of friendly cooperation that will cover the entire country.

Long Distance Found Him

KNOWING this and being a personal friend of Arthur Woods, Secretary of War Baker one day in March got the latter on the long distance 'phone. The Colonel was then with his wife and baby, sunning himself on Jekyl Island, Florida, taking the first vacation he had had since becoming Police Commissioner of New York in 1914. He had just been mustered out after strenuous labors in France, and told Secretary Baker of his desire for a rest.

Secretary Baker argued the need of the Colonel's presence to help improve the psychology of demobilization and to weave a bigger net of cooperation. Colonel Woods thought it over for a day or two, then reported:

"If I can help out, I'll come."

The accumulating figures of unemployed discharged soldiers, with two million yet to be demobilized, had the appearance of an impossible task. But Colonel Woods has done the impossible before. He took the New York police force out of politics.

He arrived alone, reported to his chief, took a glance at the demobilization figures and said: "I want thirty-five upstanding, tactful army officers of the best type—real human fellows."

The officers were produced. Colonel Woods faced them, thrust his hands into his back hip pockets, and said: "I'd like to go myself to every city and village in the United States and talk with all these good people who are helping on this jobs-for-soldiers problem; but since I can't go, I'm going to send you. You're my Flying Squadron. You and I are out as Americans to help out a bunch of other Americans who have done an awfully good job and who are down on luck. There'll be no ceremony about what we do, except where ceremony will help us get the results we are after. If any of you want to see me at any time, come right on in and speak your mind. If questions occur to you while I am talking, shoot them right out."

An Echo from His Past

HERE was an echo of Colonel Woods' famous utterance on beginning his task as Police Commissioner of New York: "Patrolmen in difficulties can see me at any time; their friends, never."

The Flying Squadron shot questions right out, and the friendliest sort of talk proceeded for several days. Colonel Woods made it clear to his field representatives that their function was to represent the War Department in helping to co-ordinate the work being done in the various communities, and especially of helping the business man to understand the psychology of the returned soldier.

To understand these returned fighters as men! Over and over Colonel Woods told his couriers of the importance of helping to this end.

"It is difficult to tell just how the experience of war has changed these men," he said. "The effect made upon them might be compared with the effect of shell shock. It isn't an apparent effect. A man can't serve in an atmosphere of bullets, artillery and unspeakable discomfort without a very deep change of character. A man doesn't risk his life lightly. And when men who live as we Americans live are worked up to a point where they can commit justified murder for the sake of their country, they are animated by something bigger and more exalted than anything felt in peace times.

"They were working for others. The last thing they have thought about is themselves. And when they come back, they find that



1,444,882,194 gallons of kerosene oil were consumed throughout the United States in 1918; the greater part of which went into individual homes; a striking example of the service motor trucks are rendering transportation in the wide-spread distribution of necessities.



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something is missing in their lives. Some great dominating force is gone. There is a sort of gap as they look at life again, a sort of deep-drawn sigh. Men can't explain this, but they feel it just the same. They feel the emptiness and they wonder whether things are worth while. They have pitched the tone of their souls so as to harmonize with that great privilege, the great cause. Now that great cause is gone their souls are out of tune with the humdrum world.

"Just imagine: we are asking boys with soul-stuff like that to return suddenly to their old desks and again become pen-pushers. 'Why should this buddy push a pen up?' the late crusader asks himself; he'll only have to push it down again. It's a curious fact, but if we can get all the employers of the country to see it, we shall have done a very helpful thing indeed."

War's After Effect

"IT'S quite possible then," I asked Colonel Woods, as we talked this same matter over in his office, "that this changed psychology will for a time interfere with a soldier's business effectiveness?"

"Quite possible, yes. For a time. Employers should be told that. But, great heavens! while the soldier's restlessness may be a handicap, just see what the employer and the country gain! War has inspired these men to new ideals of patriotism, of heroic service. The United States means something glorious to them now. Is that not a social asset worth paying something for?"

"You felt that over in France? Tell me what you saw there."

"Well, the French soldiers seemed to me to be dogged, determined fellows, who fought with a certain resignation of spirit, as if they knew they would be swept away but had resolved to make the enemy pay dearly for their lives. The English chaps were gay and jaunty. They took war like a game. Our doughboys—*they* trained and fought with the sole idea that their country had sent them over there to do a job and they intended to do a good one."

"You saw the rough part?"

"I saw the worst. I saw our boys on forced marches with feet so sore that they had wrapped them in rags. I saw them up the front slogging patiently away in cold, cold, cold, and wet, wet, wet. I talked to the wounded in the long lines of ambulances, and, though they swore eloquently, I heard not one word of grumbling. Seeing such endurance and courage, all for love of country, I said to myself: 'This is what we shall want to repay. How can we ever do it?' Now I see how. We can help them get happily adjusted again to civilian life."

"A great many business men," I ventured, "seem to wonder why the men were not demobilized through the draft boards. That would have brought them all back to their home towns."

"Yes, I know that. That plan was considered before demobilization began. But it wasn't accepted, so we have to deal with the situation that exists. There were, moreover, very serious objections to that plan. There are some six thousand draft boards. The War Department would have had to send an officer as well as several physicians to each one. This expense and others involved were too big for the War Department to face."

"And how about that suggestion to give the boys non-transferable railroad tickets instead of the money for their passage home? Wouldn't that have induced them to return home after their fill of sightseeing in the large cities?"

"Yes, that suggestion has also been made at our conferences. That might have helped, but—see here, now." Colonel Woods leaned towards me eagerly, and by the look in his eyes I could tell what he was going to say.



© Underwood & Underwood

The accumulating figures of unemployed soldiers, with two millions yet to be demobilized, did not terrify New York's former police commissioner.

"Is that the way we *want* to treat these fellows? We got them off to war in a hurry. Some of them had scarcely been out of their home towns before. The big cities they had dreamed for years of seeing—they were rushed through them at night. Now they return, victors! They believe, and justly too, I think, that something is due them. They say: '*Now* I'm going to get a look at that place I missed!' Would you hustle them into coaches again and rush them past the places of their dreams *again—at night?* No, sir! Just remember that they're men like you and me. By gum, I wouldn't want anybody to treat me like that."

"What is the most encouraging thing that has happened so far?" I asked.

Promptly he replied: "The offer of organized assistance by the United States Chamber of Commerce. Mr. Elliot Goodwin, the Secretary of the Chamber, is, you know, a member of the Emergency Committee appointed by the Council of National Defense to accelerate all this soldier replacement work. He and Mr. Harry A. Wheeler, the President of the Chamber, have organized a special committee of experts selected from the various commercial bodies of the country. The Department of Labor, through its Employment Service, has already turned its recruiting offices, used during the war to secure war workers, into bureaus for handling lists of soldiers who want jobs. The communities themselves are represented through the two thousand or more local bureaus established by such societies as the Red Cross, Jewish Welfare Board, War Camp Community Service, Salvation Army, Y. M. C. A. and Y. W. C. A. And now this fine offer by the Chambers of Commerce gives us the assistance of those who are the most important of all, the business men themselves."

"Just what service can these commercial bodies best render?"

"This. Help us get the boys back to their home towns. I am now convinced that this is even more important than finding jobs. We want them to take seriously this matter of securing a job for every boy whose name is on the United States Employment Service lists. Yes. But more important than that is the plan, which the Chamber's committee has undertaken to carry out, of actually establishing in each local chamber a committee or corresponding member who will make it his privilege to get into touch, by mail or otherwise, with discharged soldiers from his own town and to do everything he can to persuade such soldiers to return to the town from which they were drafted."

Advocating that the boys be allowed to see the sights and at the same time be urged to return home may seem inconsistent to some readers. Not so. Both ideas are of the very essence of the peculiar virtue of Colonel Woods' plan. These boys must be got home as quickly as possible, but they must not be driven or railroaded thither.

They must be drawn. Military control has been removed. Another control must take its place. What better than the tug of the memory of the associations of the old job and of friends at home? The home folks must want him and they must let him know that they want him.

"Well, suppose a given boy's job is being filled by another," I questioned. "Suppose the firm for which he worked is closed down."

"Those are real difficulties, but I am asking the business men of the country to handle them. If there is no job immediately available, let them find one. They'll do it. I have no doubt at all about their willingness to do this."

And If He Is Broke?

"SUPPOSE the soldier has spent all his money, including his railroad fare?"

"Easy. Let the money be given him. His home association will gladly make the advance, I'm sure. The debt can be settled later."

"Here's another suppose: Suppose the wandering ex-soldier announces his intention of taking up residence in another city.

"I have the assurance of the Chamber's central committee that the special committees of the commercial bodies throughout the country will do everything they can to induce such a chap to return to his home town anyway. These committees will make him a fair offer. They will try to show him that critical times like these are not the best times to change work in, but that if, after a time, he continues to wish to change to another business or city, they will do everything in their power to assist him."

(*Concluded on page* 70)

STRENGTH

is the keynote *of* the whole assembly.

SERVICE Motor Trucks are noted for their unusual strength. As the J. L. Krez Manufacturing Co., St. Louis, aptly puts it:

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Photo by Edwin Levick

Peace Fleets for the Air Lanes

The nations, our own among them, are tuning up their flying programs; Britain got away first and plans to take the lead in sky commerce as well as on the sea

By ROBERTS EVERETT

DOWN in Texas Boston college boys discharged from the Air Service are hunting outlaws by airplane and patroling oil properties. In northern New York commercial travelers' sample cases are being delivered by air. Across the line in Canada and farther west fire protection squads carve their way above virgin forests.

On the African West Coast a Frenchman wearing his army wings is preparing a flight to Pernambuco. In London sporting clubs are registering bets on Great Britain's colors flying first across the Atlantic. In Armenia a dozen American ex-pilots, more boys than men, are driving ambulances until their confident day of a United States mandate places them first as our eyes in Asia.

In Punta Arenas, land's end of the Western Hemisphere, ladies fifteen years from Paris detect the crumbling of their walls of isolation. A nineteen year old debutante has her sport-plane in its specially-built Pennsylvania hangar. Wooing is done by letters dropped from the air.

At the Aero Show in New York, Tenth Avenue and Fifth stood mazed together. So is the airplane here to stay. Wings throw shadows on sea and land.

Reporters had to stumble along through sand-brush to spy on the first Wright flights at Kitty Hawk sixteen years ago. They have to stumble today to a viewing of the aircraft industry of the country accurately, for war has spread it so and the ending of the war has so confused it.

In the distress of the war concentration of the specialized brains of the world—on either side of the Hindenburg line—upon the problems of aviation, plus men to spend at calamity's price, produced in four years what would have taken twenty in peace. Before the armistice was signed the American aircraft industry alone had filled almost a billion dollars worth of contracts—a distinct new engineering science guided it—three continents supplied it fabrics—the will and interest of five great Allies attended it. Now it is in a state of flux, its future not yet plain, and yet compelling.

It now represents $100,000,000 capital investment. It employs directly about 100,000 men. Indirectly in lumber camps, accessories shops and elsewhere in the interplaying parts of the industrial machine it provides work for nearly half a million men. It booked nearly a billion and a half dollars worth of contracts during our training and fighting. It filled approximately three-quarters of a billion dollars worth of orders during the war. Since the signing of the armistice more than half a billion dollars worth of Government contracts have been cancelled.

Today it has less than a million dollars worth of business booked, according to its manufacturers' representatives. The ceaseless demand for improved new types of war craft and the replacement demand for 'planes destroyed at the front are gone. Peace, at the same time, is not ready for its product. The air lanes of five continents and all the oceans await traversers, but the age of general, commercial aerial transport has only barely begun.

From an industry with a billion dollars worth of Government orders, to one with only a million dollars worth of Government orders is a sort of "hole in the air"—at the most catastrophic, at the least disconcerting—which suddenly has been struck.

It Refuses to Perish

IT is not ultimately catastrophic, for it is agreed that it is untrue that the industry will perish unless governmentally supported. It is agreed that there is too much money invested in the industry for it to be allowed ultimately to languish; and the future of commercial aerial transport, although indefinite in actual time and in the speed of its widening is, nevertheless, too real. There are, moreover, too many high thought-powered brains converged upon it, for it not to live on. Although with sacrifices, it can, and will, survive, no matter what the difficulties, until a demand for peaceful 'planes and dirigibles is enough to reconstitute it the industry war made it.

The peaceful, non-governmental market for the products of the industry is now estimated at no more than beyond a few million dollars. It is believed the market will double itself in a year and quadruple itself in two years, however. Manufacturers do not express themselves in forecasts of time to elapse before peace makes the industry self-supporting in the magnitude of the months before the armistice. Since the closing of the Aero Show in New York, March 15, the prospects for immediate and for consistently increasing peaceful markets have taken on assurance. Actual demand was exerted there. Potential purchasing inquiries are recorded from men and women, for purposes of sport, pleasure and business. These inquiries were numerous and in good faith, and manufacturers undetermined before have now thrown their decision to remaining in the industry. The users of aircraft have begun—only begun it is true—to approach an equalization with the possible uses of aircraft.

The inquiries recorded at the Aero Show indicate that as a new sport, a new and pleasing luxury and a new mechanical aid to commerce and business, the use of the airplane and the dirigible is beginning its spread to thousands of persons. The swiftness of this spread is not to be known accurately nor its lack of swiftness accurately to be discounted. In this lack of knowing is the uncertainty of an industry that yesterday held the subsidy of civilization's dire necessity.

One other element is in this uncertainty—the element of Governmental policy. Congress has the visé to the passport to any landing ground of completely assured development. Those manufacturers who in the past have suffered from Governmental lack of foresight in aeronautic matters believe today that a true sense both of the importance and the needs of aviation is active in the Army and Navy Departments, at the heads and on down through. For the first time in this country, some of these manufacturers assert, a comprehensive and forward looking program for the strengthening of aerial resources, military, naval and commercial, is in formulation in Washington. It is for Congress to allow such a program to become actuality.

Governmental aid can range from subsidies direct—unlikely as an American policy and not even altogether welcome to the manufacturers—to direct bounties for speed and endurance performances and for improvements and inventions; or from large orders for craft for naval and military uses to orders for craft for mail deliveries, surveys and inland policing duties. It may take the form of loans to producing companies or of grants to



How Kreolite Floors Kept Pace With Lunkenheimer

—Total of 54,486 sq. ft. installed since 1911 by this Cincinnati concern

KREOLITE Wood Block floors are as necessary to the modern factory as proper light and sanitation.

They are so permanent and easily installed, that no present-day manufacturing establishment can afford to be without them.

Our engineers can quickly determine a plan of construction; using our specially designed re-surfacing blocks which may be laid over your worn floors without hindering production.

When once laid in place, the long-enduring Kreolite Block floors may be practically forgotten. But their benefits go on indefinitely for these floors actually "Outlast the factory."

* * *

THE superior qualities and benefits derived from the use of Kreolite Wood Block floors are numerous and lasting.

They are practically wear-proof. Our method of treating and laying makes them so.

The carefully selected blocks are thoroughly impregnated with Kreolite Preservative Oil by our own patented process.

UNDER the direction of our specialists, they are then laid so that only the tough end grain of the wood is exposed to the wear and tear of factory traffic.

Kreolite floors are quiet, resilient, and practically dust-proof. Their influence on the health and spirits of every employee helps increase efficiency and speed up production.

* * *

THE way Kreolite Wood Block floors have kept step with the increasing demands of the Lunkenheimer Company of Cincinnati, Ohio, is characteristic of their appreciation wherever installed.

In 1911 this Company installed their first Kreolite Wood Block floor—400½ sq. ft. Year after year increased business required additional floor space—and more Kreolite floors. Until, in 1917, they had a total of 54,486 sq. ft. in place in various parts of the plant and on driveways and loading platforms. Their conditions are unusual but Kreolite floors have met them admirably.

Kreolite floors are used throughout the foundry; the grey iron molds being set up directly on the wood blocks with a protective coating of one-half inch of sand.

EVEN though molten metal is continually spilled on the floor, it has no material effect on the floors under these conditions.

The sure, smooth footing afforded by Kreolite floors greatly reduces breakage of cores as they are trucked over its surface. Castings are also handled with greater dispatch.

* * *

THERE is a type of Kreolite floor admirably adapted to your use. Let our Factory Floor Engineers go over your proposition. A request will have our prompt and courteous attention without any obligation on your part.

Kreolite floors are especially adapted for use in machine shops, foundries, warehouses, loading platforms, areaways, roundhouses, paper mills, tanneries, stables and garages.

Our book on Kreolite Factory Floors will be sent upon request. It contains full details of interest to Construction Engineers, Architects, Industrial Executives and Contractors.

Write for it today.

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owners, corporate or private, for maintaining craft in condition immediately convertible to war emergency employment. It is not an unlikelihood that very little aid of any sort will be allowed by Congress to assure the maintenance of the industry on a scale commensurate with its past war achievement or with the future that compellingly commands yet uncertainly lacks immediate definite substance. There is a possibility, on the other hand, that Congress may now see that the airplane and the dirigible have come to stay, and give life to strong plans for aviation's growth in the United States.

The uncertainty of the American aircraft industry is not paralleled abroad. France has never disregarded aviation nor does she now. Germany is to be prohibited the development of aviation, a quite direct acknowledgment of her valuation of it as important. Italy as a government is the active seconder of aviation companies, which nowhere have rivals of any surpassing genius. Great Britain, first in many things, is openly determined upon the dominance of the air, her "ships" of commerce and her 'planes of transport to flock the sky as her vessels and liners do the oceans. She is today set about this purpose, with plans published and wagered upon, her ambition and intelligence cast upon the element of the air as her bold retentiveness and will have been upon the water.

British Plans

IN May, 1917, the British Government appointed a Civil Aerial Transport Committee, Lord Northcliffe its chairman, to prepare for the coming of peace. British Dominions, the Commonwealth of Australia, the Union of South Africa, the India Office, the Colonial Office and the Foreign Office, the Board of Customs and Excise, the General Post Office, the Board of Trade, the Meteorological Office, the Air Ministry and the Admiralty are represented on it. It has studied aircraft, their manufacture and uses, their military and peaceful, governmental and private significance, and it returned a report late last year. The committee, with Imperial vision, recommended, and gave suggestive directions for, the linking of British possessions by air, the establishment of leadership in the world's aerial forces as a safeguard not second to, but equal or in advance of naval fleets, and the maintenance of manufacturing volume, efficiency and improvement, and commercial domination.

These recommendations are being acted upon. England is laying out commercial air routes on a greater scale than any other country. It is determined to achieve the first flight across the Atlantic. It has the greatest dirigibles—greater than Germany's largest. It is experimenting lavishly, going back even to new principles, taking the helicopter, a type of heavier-than-air craft capable of hovering and the development of which since the Wrights succeeded with the airplane has never before been very seriously undertaken, for experiment, for example. It has commercial aviation attachés abroad—something no other country has—and leads in aircraft exportation. American aircraft manufacturers discover British consular agents as active exploiters of British craft.

All this is done by the British Government itself. There is no aircraft industry of independent private enterprise in England. No aerial activity, from production to actual flight, is possible except under governmental oversight and plan. This control of centralized purpose and co-ordination may continue into peace.

The development of peaceful aerial transport, in any event, cannot be brought about without some degree of state action, according to the committee's report to Parliament. According to this report the state may either "give its assistance in one or more of many possible forms to private enterprise; or may itself own and operate or participate in the ownership and operation of aerial transport undertakings."

Means of assistance to private ownership which are pointed out to the Parliament are the guarantee of a minimum rate of interest on the capital of companies undertaking commercial aircraft services or cash subsidies fixed by the number of craft and pilots in continuous employment; charters giving exclusive running rights for specified routes within and between British territories; the turning over for commercial aircraft uses of all aerodromes, fields, meteorological stations, wireless plants and other equipment provided for the use of naval and military craft; the establishment of high-speed land transport by motor vehicles and otherwise between aerodromes and large business centers; liberal contracts for mail deliveries; the sale or rental, at low figures, of surplus military and naval aviation equipment to commercial aerial service companies; and the payment of retaining fees to owners holding aircraft at the disposal of the Government.

"This Country Must Lead—"

A SUB-COMMITTEE'S summary of the recommendations as concerning the national importance of aviation growth says, briefly:

"Cost what it may, this country must lead the world in civil aerial transport. The State must have a reservoir of aerial power capable of meeting a sudden demand for expansion of the Naval and Military Air Forces. Put shortly, we may say, 'It must be done.' From this point of view, it becomes evident that, if civil aerial transport is so necessary to national interests, every step possible must be taken by this country and the Empire to foster the rapid development of this form of aerial power, and by it the power of production in this country."

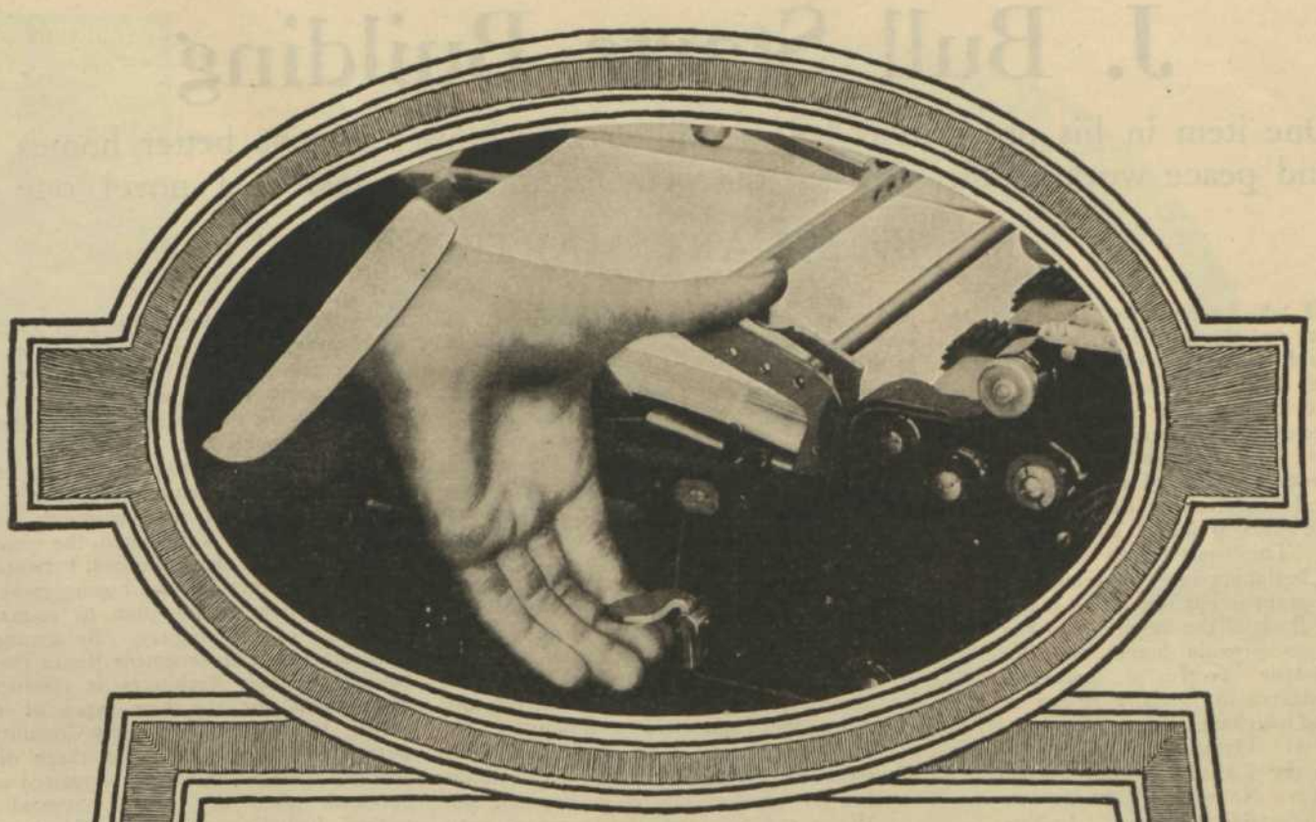
To Great Britain aviation is here to stay, indeed. Her wings, governmentally held, are throwing ever greater shadows over land and water.

America's wings will grow only to the extent of governmental support given to the industry. This is generally agreed upon, a conclusion indicated directly by present facts. The peaceful non-governmental market for airplanes will be restricted for the next year

(*Concluded on p. 72*)



No mean industry, this building of wings that man may lay out new trails among the clouds. It represents $100,000,000 of capital in America and gives work directly to about 100,000 persons



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J. Bull Starts Building

One item in his program is half a million new houses to give better homes and peace work to his laborers; the plan for this great task is a novel one

By STUART MARTIN

THOSE who have suffered the hardships of war and the long bitterness of separation deserve better of us than to have to pass their lives in a slum."

Thus said Dr. Addison, the British Minister of Reconstruction in a recent speech in London; and it is the sane intention to convert this promise into hard fact that is back of the Local Government Board's big plan to build the 500,000 model houses required in Britain. The construction in industrial England is beginning in earnest and the housing program is but one of its manifestations. Back of the intentions of the authorities to provide homes for the workers is—the spectre of industrial unrest. Industry in England to-day is waiting—and watching. There is a tenseness in the air. Organized labor is suspicious. In the United States you have had what THE NATION'S BUSINESS has called "an industrial Pentecost." In England we are still in the Passion-week.

The housing problem in Britain has not arisen out of the war entirely; but the war has emphasized the condition of things and has rendered the need for reform more urgent while at the same time it has made it more difficult. Even before 1914, the housing of the British workers was far short of a decent standard. The report of the 1911 Census stated frankly that a tenth of the population was living in overcrowded conditions. Many of the houses and tenements were unfit for human habitation. Each year of war made conditions worse.

What the War Did

THE effect of the war has been fourfold. It has increased the shortage of houses; it has suspended practically all work of closing and repairing unfit houses; it has increased the cost of building and the rate of interest on capital; and it has produced a serious shortage of building materials.

Now the war is over and men are returning to civilian life, two considerations have forced themselves on the Government. The first of these is that there are not sufficient houses for the men to go to, and the second is that employment is not always available for them. The transition from war to peace is causing a great dislocation of finance and industry. Faced with the clash of workers and employers, the Local Government Board has put forth its schemes.

The Ministry of Reconstruction is frank in its admission of the problem. Listen. Last year a Royal Commission was appointed to inquire into the causes of industrial unrest. For this purpose, Britain was divided into eight areas and separate commissions investigated each area. Seven out of the eight, in their reports specifically drew attention to the fact of insufficient and bad housing being a cause of unrest. The Government departments began to think. The Local Government Board and the Ministry of Reconstruction met around the same table. They decided that the first and most important step was to build new homes.

An inquiry form was sent to all local authorities in town and country asking them to state how many houses are needed in their districts. Returns received from 1,500 authorities show that 400,000 houses are needed in England and Wales alone. Scotland requires another 100,000. Then they appointed a committee "to consider the questions of building construction with the provision of dwellings for the working classes in England and Wales and Scotland, and to report upon methods of securing economy and dispatch in the provision of such dwellings." This committee was appointed by Mr. Hayes Fisher, and was under the chairmanship of Sir John Tudor Walters, M.P.

The committee examined hundreds of witnesses, men in the building trade, men who are experts in every branch of house construction according to the English idea. The report of this committee, just published, is a formidable document. It gives the recommendations of the committee on every matter from slates for the roof to the kind of lead piping they consider best. They recommend electric light on a modest scale. But the main difficulty is the cost.

To meet the cost and keep the work out of the hands of jerry builders, the Government decided to give substantial financial assistance to the local authorities who "are prepared to carry out without delay a program of housing for the working classes which is approved by the Local Government Board." The assistance is to take the following form. An annual grant is to be made for not less than seven years sufficient to relieve the local authority of three-quarters of the estimated annual loss on the scheme. At the end of that time, the property is to be valued and three-quarters of the excess of the amount of the loan outstanding over the then value of the property will be met by the State. Briefly, therefore, in the case of approved schemes, the State will bear three-quarters of the loss and the local authority the remainder.



At present the authorities which are participating in the scheme have not got beyond the plan stage, but at Avonmouth, Swansea and other centers in the north, the reconstruction program is being pushed forward. All England is interested and hoping great things from the new daring plan to re-make the dwellings of the country. By arrangement with the Local Government Board the Institute of British Architects is conducting a competition for the best types of cottage plans. In the Tudor Walters Committee report, two varieties each of three different types of cottages have been suggested and the specimen plans are given. Several newspapers, including the *Daily Mail* and the *Weekly Telegraph,* are offering prizes to architects—the former to the amount of $10,000—for plans based on the committee report. Building and the allied trades are preparing for the big boom.

Private Concerns to Help

THERE is no intention to rule out private enterprise, and the Local Government Board has stated that the State will offer assistance to private firms or public utility societies in the work. A number of important committees are sitting at present to inquire into the cost of the supply and price of materials, the acquisition of land, legislation embodied in the laws affecting rent and mortgage interest, and the adaptation of middle-class houses to meet the requirements of workers. Already the government has been asked to commit itself to an expenditure of over $500,000,000, acting in partnership with local authorities. All that remains is for the work to be started so that out of the havoc of war shall rise a better Britain.

"The housing problem must be solved as early as possible," says a statement issued by the Ministry of Reconstruction. "The solution is essential if we are to prevent industrial unrest, to secure adequate employment and to remove one of the greatest causes of infant mortality and the spread of disease." The industrial future of Britain is based on this, the housing problem. It is here that you in the United States may help; it is here that your business men may gain business and at the same time help cement the friendship which some already proclaim exists in greater degree than is admitted between England and the United States.

What do American builders know of putting up houses quickly, securely, at a moderate cost and with comfort for the tenants? Everything, or nearly everything, I seem to hear the reply. It is probable that England would more than wel-





Drawn from actual photograph

Four times the fire-resistance of other woods

The laboratory of a leading Chemical Engineer in San Francisco—the Chemist in apron and gloves—four blocks of wood incased in tin and imbedded in a brick wall according to the specifications of the Fire Underwriters' Laboratories;* each block cut from a building lumber commonly selected for fire-door cores—a blow-torch playing a flame of 1200° F. upon each in turn for 10 minutes:

Such were the details of the test.

And the Chemist's report read: "... at this heat, flame issued from the joints of the tin and continued after the torch was removed: First wood, 20 seconds; second wood, 30 seconds; third wood, 1 minute, and from the fourth wood, after the torch was removed, *the flame continued but 5 seconds.*"

The fourth wood was *California Redwood.*

This careful laboratory test proves scientifically a fact already established through long experience—that California Redwood possesses almost unbelievable resistance to fire. And the reason for this is that California Redwood is free from pitch or resin.

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Let us tell you more about California Redwood. Send for free booklets: "Redwood for the Engineer," "Redwood Block Paving," "Specialty Uses of Redwood." Your lumber dealer should carry Redwood. If not, write us and your requirements will be supplied.

*Underwriters' Laboratories' specifications for the construction of Tin Clad Fire Doors and Shutters—Form of 1903.

CALIFORNIA REDWOOD ASSOCIATION, 718 Exposition Bldg., San Francisco, Cal.

California Redwood

Resists fire and rot

come suggestions; it is probable that she would give contracts.

At any rate, there is no greater question in England to-day than this of housing. It is a victory for democracy in that it has compelled the government to take a share in industry. That is the first point gained. Even as I write, news comes that the government may soon take over the transportation, the mines, the coal of the country. No man can predict what the result will be, none can say the limits of the effect of this (for England) staggering overthrow of old business ideals, the destruction of industrial tenets which were regarded as immovable. Only one thing is certain; we are seeing the basis being laid, after mental travail and suffering no doubt, of a new England with a new industrial outlook.

Said one of the chairmen of Reconstruction to me in explanation of the housing revival: "Once we have solved this, we will look forward to a new era in British industry. Even if the Government does not get a direct return for the money put into buildings, it will get an indirect return from the work of a healthier and more efficient nation.

"We are out to take our place as the greatest commercial nation in the world and this is our way of beginning.

"We are trying to combine ethics and business. Don't you think we ought to succeed?"

How About the Woman Worker?

The true type is not a dainty lady who will now return to her bridge; she is "labor" and millions of her demand a hearing in the readjustment

By MARGARETTA NEALE

Assistant to the Director-General, U. S. Employment Service

INDICATIONS are that the greater proportion of women at work during the war not only want but need to remain at work. The present labor situation, resurgent ideas, the patriotic appeal made by the returning soldier, and the resentment of working men at wage cutting by women are forcing many women out of their present jobs. There is a reported willingness of women to give up to soldiers if need be at decreased wage.

When the armistice was signed eleven or twelve million women were working in the United States, between one and one-half and two millions of them engaged in war work, according to the best estimates. Nothing is farther from the fact, however, than to visualize an army of women hitherto unemployed, exchanging some months ago kitchen aprons and evening dresses for overalls, now ready to go "back home" at a word from the men who want their jobs.

The Busy Press Agent

WOMEN who had their pictures and descriptions in the public press were, in practically every instance, giving not labor but publicity to the labor shortage. They served a temporary purpose in preparing public opinion for work or fight regulations for men, and for transfers of women already wage earners to occupations essential to war making. When daintily reared ladies in the South went into the cotton fields last year the amount of cotton they picked was negligible. The amount of skilled negro labor attracted and stimulated by the publicity they gave was the real test of the women's "work." When Helen Ring Robinson's daughter organized the first "flying squadron" of college girls for fruit picking, it was the example that counted. For one New York miniature painter who went into the gas-mask factory to earn bread and butter, hundreds of other women for longer or shorter periods of time—but almost always shorter—working with their hands, in grimy overalls, in field or munition plant, shamed the slackers.

Three million more women at work eight years after the last national census does not represent an unparalleled influx of women in industry. Calculation based on the rate at which the older sisters of these women went to work between 1880 and 1910 gives twelve and one-half million at work in 1918.

The simplest and most logical explanation of the woman war worker lies in the rapid acceleration of a trend that has been going on for many years. With a 6.8% average annual increase of women in gainful occupations, the proportionate number of women in such womanly jobs as agriculture, domestic and personal service and clothing manufacture has been decreasing steadily. The decline in domestic service for the 30 years preceding 1910 was 27%. The decline in number of women in manufacturing processes traditionally known—and paid for—as woman's work was less, but still appreciable. The proportion of "females" engaged in trade and transportation increased over 520% and the proportion "entering professions" increased nearly one-fourth. Women's divisions of the United States Employment Service, which made during the war no attempt to build business along domestic service lines, have carried 200% and 300% shortages of domestic help month after month.

Long before war had broken even in Europe the ranks of women in such "men's jobs" as making electrical machinery, copper, tin and sheet metal products were augmented in proportion to the total workers at the rates respectively of 34 and 44 per cent a decade.

During 1917 and 1918 tens of thousands of women went in gas mask, aeroplane and other war accessory plants. The jump in metal and explosive plants of employment of women was from a few thousand to more than 100,000. Employment by railroads (including clerical workers) ran 60,000 women in January and 100,000 in October, 1918. Conversion of plants to war use accounts for many women. Records of the United States Employment Service show, for instance, no appreciable interstate movement of the 275,000 women textile workers. Theirs, in many cases, became an essential industry and they overnight became war workers. One study made in January, 1918, accounted for 1,517,000 women in food, clothing, and sundries factories which held war contracts.

Extension of the working life of girls is another item. According to the last census more than 60% of our wage and salary earning women were under 21 years of age. Perhaps a quarter of a million skilled young women postponed home-making while war had first claim on husbands and sweethearts. These women, among the most alert and most fitted by training to undertake war work involving responsibility and rapid adjustment to new conditions, are those who are now going home without special urging, as rapidly as they can adjust personal affairs.

The Untrained Woman

THE really untrained woman who entered war work and who is now able, without responsibility for her own or others' financial welfare, to leave a paid position does not loom large in the minds of those who are daily interviewing applicants for work. For months after newspapers and magazines had begun to feature spectacular calls for patriotic women who were non-self-supporting to enter war industry, offices of the United States Employment Service were kept busy finding jobs for women dependent on their own earnings, who could no longer make a living giving piano lessons, painting miniatures, lecturing, embroidering evening dresses, frilling baby caps, or dipping candy.

We are in the swing of a great pendulum, characterized by pressure which neither employer nor employee can entirely counterbalance, crowding woman out of her new-found work. There is an attempt to counterbalance this movement. It is based on the discovery of many an employer and woman employee in the past eighteen months, that each is better off than in the old days of exclusive employment of men and boys. There should logically come within a year or two, a return swing of the pendulum, which will show acceleration of woman's movement into new occupations.

There is a powerful current of thought and feeling among women of this country which seeks eventual opportunity for working women equal to that of the wage-earning men. Not only women in industry, but the ten or fifteen million members of women's organizations are concerned. What they seek is a balance between protection of motherhood and unprejudiced opportunity. Agreement between these organizations and wage-earning women creates a force sufficient to influence public opinion and even legislative action.



The Room that's Overlooked

YOU know how it pleases the head of the business to show a customer "through the works." They glance into every room—except probably, one. This small room the president may not have noticed. Yet the carrying on of the business is absolutely dependent on the contents of this "stock room"—paper and printed forms.

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On three different jobs General Goethals, needing supplies on a stupendous scale, said: "Send for Wood." The third time Wood, as Quartermaster, broke all records

By JEROME THOMAS

A YEAR ago when the new American army began to come into being at the rate of one hundred thousand men a month, the General Staff asked itself with deep concern: "Who's the man to feed and clothe this army?" It represented a tremendous piece of big business. Record numbers would stream to camp in record time; and the supplies would have to reach the camp even faster. Said General Goethals of the General Staff: "Send for Wood."

"Bob" Wood was just then unloading ships in France. He was in charge of the Army Transport Service at the ports. General Pershing, when he read the General Staff's request, cabled back that Lieutenant-Colonel Wood could not be spared without serious detriment to the service.

Whereupon the General Staff cabled again, explaining. General Goethals had just been moved from the office of Quartermaster General to the General Staff to act there as the newly-created Director of Purchase, Storage and Traffic. It was intended that Colonel Wood take the place General Goethals had vacated.

Well, that was a different matter. The Goethals legend is as potent in the army as elsewhere. An appointment to him was an accolade in itself. And to fill his shoes might conceivably be a bigger job than unloading ships. Reluctantly General Pershing released Colonel Wood.

For the third time Goethals had "sent for Wood." At Panama in 1905 he needed a master buyer to feed and clothe the twenty thousand diggers of the Big Ditch. Bob Wood as Chief Quartermaster turned the trick. In 1917, as Director of the Emergency Fleet Corporation, Goethals needed someone to buy materials for our Victory Fleet. Again it was: "Send for Wood." Each time the buying to be done was unprecedented in size. History (the conservative old gink) had proved that it "couldn't be done." Wood arrived; Wood got away with it. And to this day you may see the walls of the Shipping Board placarded with this sign: "It can't be done, but here it is."

Reluctantly leaving his overseas post, Lieutenant Colonel Wood arrived in Washington a Brigadier General, and the greatest buyer of all time. He found that with magic swiftness they had built a brobdingnagian office building for him down in the Capital's "foggy bottoms." It covered the space of a small-sized farm, seventeen acres, and could house nine thousand people. It took one and a-half freight cars full of putty for its windows. The drain pipe which carried the rain off the roof was forty inches in diameter! Each day the telephones in this Munitions Building, as it was called, were used twenty-five thousand times.



The new Quartermaster walked into room 2002, his office, hung up his cap on the peg over his desk, got down some maps, glanced at the latest orders from the General Staff and began to figure. The ensuing hour was quite possibly the most thrilling he has ever known. Here was a job of buying on a scale—well, he spoke of it months afterwards as "more complex than any other problem that has ever been faced in this country before." He found that he was to be generalissimo of a supply territory stretching over five thousand miles of land and sea. He was to be provider for a family that would be blessed with an increase of over 350,000 a month and would soon total over three million!

Six Billions to Handle

HIS yearly budget was soon to be six billion dollars. His assistants, distributed over the entire globe, made up a military-civilian army of 200,000 workers.

It was a job which called, above everything else, for lightning decisions. With the army numbers piling up at an ever-accelerating rate, and necessitating an almost daily readjustment of the organization to meet the strain, an endless category of questions had to be decided with no time for meditation.

Quartermaster Wood was right there every second. His associates declare that he had an uncanny way of even getting ahead of his problems. Some he settled before they could be stated. He seemed to anticipate everything. He worked like a general at the front carrying on a ceaseless attack. In a spectacular manner he carried out the military precept taught him at West Point: "Estimate the situation and do something; whatever you do, don't stand still."

Besides bringing military promptness to his work, General Wood labored with tireless energy. Last summer, when the race between men and supplies was hitting a giddy pace, he was at his desk at six in the morning. Both breakfast and lunch were brought to him while he worked. At the end of the day, after an hour for dinner at the Army and Navy Club, he returned to work at night.

Since the General is one of those public figures who somehow manage to keep their personalities out of print, I found it necessary, if I was to learn anything more about him than was contained in his annual report, to hold him up at his desk in the Munitions Building. My request to see him he referred to the duly constituted authorities, the publicity division.

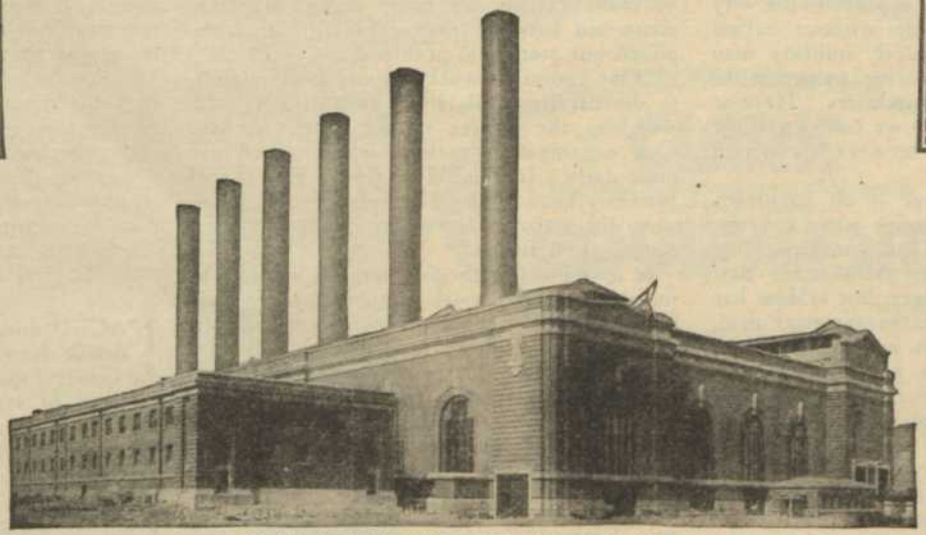
A Man of the Open

THE division agreed that Room 2002 contained a story of big business at war that ought to be written and that *The Nation's Business* ought to print.

So General Wood in his large, plain, many-windowed office turned aside from his stacks of maps, statistical charts and progress graphs and good humoredly indulged my curiosity concerning his strategy during the late buying offensive. He is not yet forty years of age. In figure he is tall, lean and well muscled. His jaw is square, his eyes deep-set—gray-blue eyes having something of the look of eagles. He is an engineer type of man—shows that he has been sun- and wind-hardened in strenuous open-air activity. He is a human mainspring, always wound up.

"I learned what work was down at the Canal," he said. "General Goethals set a pace which the rest of us had to keep or fall behind. It was up and to work by six in the morning, work all day, work all night, work Sundays too except in the afternoon, when we followed the General's habit of taking a nap to catch up with our sleep. Yes, we've had a pretty strenuous go of it here too. For a business to keep such hours as we have kept here would betray a defect in organization, of course; but when you are compelled to build up your organization and force huge results at the same time—you must camp right on the job constantly."

"What has helped you more, your business or army experience?" I ventured.



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"Both. If I have any peculiar asset, possibly it is the fact that I speak two languages, that of business and that of the army. No business man can fully appreciate the very special needs of the army without having served the colors. No purely military man can understand manufacturing tactics without having been a part of industry. Here at the Q. M. C. headquarters we constantly had to make an adjustment between these two points of view.

"The quality of courage is an important instance. Daring to attempt new and untried things is needed in an enterprise like this. The army man has the courage that calmly faces personal danger, but seldom has the daring to swing a large financial deal. A period of peace, too, is apt to make him grow timid. To get the heroic qualities I needed here I had to appeal to the heads of some of our largest business enterprises. That is why so many of the division chiefs of the Q. M. C. were civilians. Mr. R. J. Thorne, my assistant, is President of Montgomery Ward and Company. I cannot exaggerate the importance or extent of his constant and unremunerated service."

A Typical Problem

I ASKED for an example of one of the Q. M. C.'s most difficult problems. General Wood rose and stood before a large blue map of the United States on which all the "supply zones" with their quartermaster depots, supply depots and different supply front lines were clearly indicated by radiating lines. "The actual purchasing for each of these 436 camps, forts, posts, and stations shown here," he explained, "was not much of a problem. Their chief difficulty was that our huge family never remained still. They were continually on the move. Unless we were careful we might send a few trainloads of beef to a camp only to find a few acres of empty mess tables—the men having departed for France!

"We divided food supplies into the initial U. S. issue, the initial overseas issue, the maintenance U. S. issue, as well as the issues to be used in transit from one place to another. These issues and the mouths they were to feed were constantly on the jump. We watched the crops from the time they began to grow in the fields until they moved to the canneries and mills, to the Quartermaster depots, to the large supply depots, and from these to the camps—and all these movements were shown on this map and on our progress charts. And our battle cry was: 'Don't get behind!'

"Another peculiar difficulty was the uncertainty of the program of the General Staff with regard to the number of men to be called. We were told thirty days in advance what the increment would be. It was inevitably larger than the estimate. We found we could not go by the official estimates. We took a chance on increased numbers and went ahead with our orders accordingly."

"Did it ever look as if matters were getting beyond you, as if they were too much for one man to watch?"

"No; the job was large in size but limited as to the variety of articles handled and the operations performed. When with the initial stress of the war the old Quartermaster Corps was swallowed up by the office of the Director of Purchase and Storage, several of its ancient functions were lopped off, such as constructing factories, transportation, ordnance, supply and so forth. Our job was limited strictly to buying and distributing supplies. That simplified matters. Another thing helped; army figures themselves are simplified by reason of the fact that the human military needs are reduced to units—so many rations, so many shirts, blankets, shoes and hats per man. This greatly simplified our statistical problem.

"Our executive work reduced itself mainly to decentralizing, detailing responsibility and watching the figures of our stock reports. Our organization pattern was changed almost daily. In this Mr. George E. Frazer, formerly head of the Methods Control Division, did a trojan service in elaborating new organization forms."

It is impossible to give here an account of the sheer creative work in organization which General Wood has accomplished or to narrate the epical encounters he has had with the Time Element. The subordinate, nicely articulated departments, brought swiftly into being with the assistance of Mr. Thorne and the staff of efficiency engineers will one day be a part of the historical studies of the students of American business institutions. Some of the bigger businesses set up within the Biggest Business of the Q. M. C. are the following divisions: clothing and equipage, remount, subsistance, which includes forage, raw materials, *i. e.*, supplying coal, wood, gasolene, and so forth; general supplies, including metals, hardware, typewriters, medical and hospital supplies and engineering materials. General Wood supplied transportation material all the way from the footwear for Missouri army mules to locomotives, and the automobiles being used by Pershing, President Wilson and the peace commissioners.

Trucks as a Side Line

BEFORE the creation of the Motor Transport Service about six months ago, General Wood was also responsible for the operation of military motor traffic on this side.

He created the Salvage Division, which has upset the old idea that an army wastes more than it consumes by converting waste material into millions of dollars for the Government.

Before Brigadier General Lord was appointed Director of Finance, General Wood was in charge of financing his own purchases.

The struggle with the time element in furnishing supplies developed many dramatic features. It was necessary to keep in Europe not only sufficient supplies for current needs, but enough to allow for every conceivable contingency, among those the possibility of German submarines cutting off our ocean shipping for two months at a time. To do this meant food storage. The Q. M. C. creation of storage houses in this country and in France is an industrial epic itself.

Somewhat bewildered by the thought of grasping all those problems at once, I asked General Wood to which particular problem he gave most of his personal attention.

He drew from a chart-covered table a photostat print covered with columns captioned "stock on hand of clothing and equipage as of January 1, 1919," and bearing rows of columns labeled successively "at depot," "in transit to depot," "at camps in hands of Quartermaster," "in transit to camps, forts, etc.," "reclaimed," "to be reclaimed," "at ports and on board ships," "in transit to ports," "total in U. S.," "in France on ships," "in ports," "in transit to and at depots," "on board ships and in transit to France," "grand toal," "value of stock."

"This chart has been my Bible during the war," commented General Wood. "The old Quartermaster Corps had no stock reports. It was exceedingly difficult to teach our men how to make a stock report and get it in on time. We established a Service Division, whose corps of men traveled out over the country and carried on a campaign of education in making stock reports. At the office we pored over these figures, feeling that by keeping them in a satisfactory condition we were doing the biggest turn that could be done for victory on this side of the sea."

Back to Business

FACED now with an opportunity again to decide between military and business life, the General says: "I intend to leave the army. In time of war you will find me with the fighting forces; then one can get things done; but army service in time of peace is apt to make you become a 'bureaucrat.' None of that for me. Business life in time of peace provides the greatest opportunity for independent enterprise and individual initiative."

At the close of a talk with this military housekeeper, whose marketing list often carried such items as 400,000,000 pounds of potatoes and onions, 20,000,000 cans of evaporated milk, and 3,000,000,000 cigarettes, it was difficult not to ask him his ideas as to the possibility of salvaging for peace time use some of his economical methods of buying. The whole world knows that no army ever had better and cheaper food than our A. E. F. and U. S. R. C. A mere cursory examination of marketing figures laying on the surface of the records of the Statistical Division of the Q. M. C. shows that central marketing, reducing overhead, eliminating the expensive middleman, buying in bulk and paying spot cash on delivery, achieved savings almost unbelievable.

Over $2,000,000, for instance, was saved in a purchase of a year's supply of army beans. A three million dollar cut on 20,000,000 pounds of prunes was secured by buying on the trees.

What Really Happened

WAR LABOR movements have now been officially analyzed in England. Between July, 1914, and July, 1918, some 4,896,000 men left their occupations to join the armed forces. In these occupations 10,600,000 men had been employed when war began.

This loss was never completely made good. The replacements lacked six per cent of equalling the withdrawals for military service. At this point the British report discloses a fact which it calls "most remarkable." After the public had heard about women entering men's occupations until some faint-hearted individuals suspected we had reverted to Indian times in America, the matter-of-fact figures show that men themselves furnished the greater part of the replacements.

Seven hundred thousand of them in the course of 4 years returned from military service to civilian occupations, and seven hundred thousand boys grew up and went to work. In addition, a million men who had not been in active work unostentatiously found themselves jobs and were not discovered at their toil until the census-taker came around.

Mere statistics cannot record, however, the loss of efficiency that was incident to the shifting among workers and managers that was caused in England.


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And Now for the Railroads

Congress is determined to do a great job of railway legislation—somehow; just how is yet to be decided, but there is no lack of plans

By FRANK W. NOXON

IT is a case of the drive, the spill and the cop.

Ears mostly wide open and mouths mostly tight shut, Senators and Representatives who are charged with leadership in framing a national transportation policy give the pedestrian an impression of grim resolve to do pretty soon in the field of railways a job resembling in conclusiveness the achievement of 1913 in banking and currency legislation.

The capitals of the United States in this matter are a couple of moderate-sized towns within a few miles of each other in that region under whose dominion we gratefully thrive, the Middle West—Des Moines, Ia., and La Crosse, Wis. Des Moines is the home of Albert B. Cummins, whom last November's election, going Republican, derricked by custom of seniority into the chairmanship of the Senate Committee on Interstate Commerce. La Crosse, just northeast, on the banks of that mighty artery of much potential but little actual transportation, the Father of Waters, is the seat of John J. Esch, who by the same November crane and according to the same custom was hoisted into the chairmanship of the House Committee on Interstate and Foreign Commerce. From these two "little legislatures," as a benignant overseas admirer of America has called our Congressional committees, will come in substance the response to the challenge: "What shall we do with the railroads?"

The old guard newspaper man, who for his sins is not working at it now but is hailed by the editor of THE NATION'S BUSINESS with an assignment to go and get the story of what is doing and what is saying in this matter, runs up first of all against these two salient personalities—the Senate and House Chairmen—and what does he find? That each of them distinctively stands, roughly speaking, for one of two ingredients which pharmacists (registered and sundae) are pressing to the legislative lips.

What They Want

SENATOR CUMMINS wants better railroads and more railroads. Representative Esch wants railroads that behave. It is true that Senator Cummins also wants railroads that behave, and his anxiety on that score has led him to be censorous of railroad conduct these several decades, as well as to fend unceasingly the user against the carrier; witness his bill (it helped swell the March Congressional casualty lists) to restore litigious prerogatives of shippers which war, by setting a Director-General over commissions and courts, had swept aside. It is true likewise that Representative Esch wants better railroads and more railroads. He is of the vintage of Wisconsin statecraft which established regulation aimed (and aimed straight) to foster as well as to curb the utility; and in the long years of industry and zeal which have marked his progress from the bottom of the Republican list to the apex of the House Committee, nobody has ever rebuked the law-giver of La Crosse for any alleged levity of spirit, as William Allen White once called upon the inhabitants of Kansas to "raise less hell and more corn."

Regarding the Author

SOMEBODY said that Henry James was a novelist who wrote like a psychologist, while his brother William was a psychologist who wrote like a novelist. We are able to conscript now and again Frank W. Noxon, who during his fifteen years of newspaper reporting and editing wrote in the spirit of contact with business, and in his ten years as Secretary of the Railway Business Association and as counsellor on business organization work has retained the habit of translating dismal substance into what in the fourth estate they call "stories." He has been asked to tell what stage has been reached in the great debate on the railroad question. He hits the high spots. Read it.—THE EDITOR.

By and large nevertheless what the two stand for distinctively—what they will talk about if you let them pick the theme and don't try to steer them—is what has been recorded: Cummins, better railroads and more railroads; Esch, railroads that behave. The individual citizen knows in his heart which of these reciprocally indispensable elements a versatile Providence has more abundantly planted in his bosom—what stripe of a chap he is—and he can line up according to his kind when the struggle of the ingredients is finally on at the mortar's brink.

Understand: nobody who inhales the legislative air is disposed to spend any time just now on the merits of government ownership or "five-year control." Your reporter redivivus leaned reverently over those cadavers, pressed his ear to what had been or seemed their ventricles and pronounced them ready for the incinerator. So far as relates to the "drive"—who shall produce and repair and run the vehicle—this appears to be settled for the present everywhere except in high school departments of elocution and forensics and among honest writers and speakers who had accumulated controversial supplies before the dollar-a-year men and the thirty-dollar-a-month men got back home with impressions of government as an implement of action, and are gradually working off their stuff, which they say it is a pity to waste, even if you are too blind to see that when the present generation of dollar-a-year and thirty-dollar-a-month men are dead and gone the question will come back and all this stuff come in great.

Announcing, to be sure, that the national policy is to be government regulation of privately built, owned and operated railways is one thing, and keeping out of your solution elements that would entail the same thing is another. The "drive" is still a live question. Director-General Hines in an address at Pittsburgh, published in the papers the day this story is written, is quoted as believing that "the Government should be strongly represented on the boards of directors." Others, among them the Railway Business Association, speaking through its President, Alba B. Johnson of Philadelphia, and through the Chairman of its Committee on Railways After the War, W. W. Salmon of Rochester, N. Y., inquires how you can have Government directors without Government participation in selection of managers, or, in other words, the Government hand in operation. Mr. Hines in the same speech favored some form of Government guarantee. Others, notably Otto H. Kahn of Kuhn, Loeb & Co., bankers of New York, object to this. One reason that some of them urge is that a guarantee stifles effort and would bring on stagnation, but another reason given is that guarantee would involve Government directors.

With these exceptions, if they are wholly exceptions, the great debate has reached the stage where practically all aspects fall within the Cummins specialty or the Esch specialty:

How shall we restore railway credit and railway development?

How and through what agencies shall we enforce necessary restrictions?

Many and varied are the banners which law-makers descry as the procession of diagnosticians, pathologists, surgeons, alienists and plain and fancy nurses passes a given point.

It's a Long Procession

ONE transparency says: "Stop the leaks." Other standards specify the leaks: Economies in overhead and in operating expense would be fostered by permitting joint use of terminals and other facilities and mobilization of cars. Some inscriptions go further along this line and demand "standardization." These clash with warnings that over-standardization spells the end of mechanical progress and that the inventor and developer of improvements should be preserved from a central and final veto by being permitted to carry his device or system to one railroad after another until he gets a trial.

"Restore credit," blazons another marcher, "by making regulation of securities exclusively federal:" thus may opportunities to obtain capital upon favorable terms be promptly availed of; thus may wastefulness and the suspicion of it be eliminated from the process of capitalization and the investment public given confidence; thus may needless construction of mileage and of edifices be forestalled by requiring a certificate of public convenience and necessity from some authority having responsibility for the transportation of the country as a whole. Federal regulation of securities appears to be carried unanimously.

"Sell securities by auction in small denominations," we note on one banner. Alongside it is the caution that you had better not throw the banker over altogether, because you may need him in time when the public is shy.

But here comes one of the two big floats:

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The Fulton Triple-Heated-Gas Motor is an important factor in the Fulton low-cost, high mileage performance. Behind the Truck are the veteran Fulton organization and the largest factory in the world devoted exclusively to the manufacture of a single-model 1½-ton Truck.



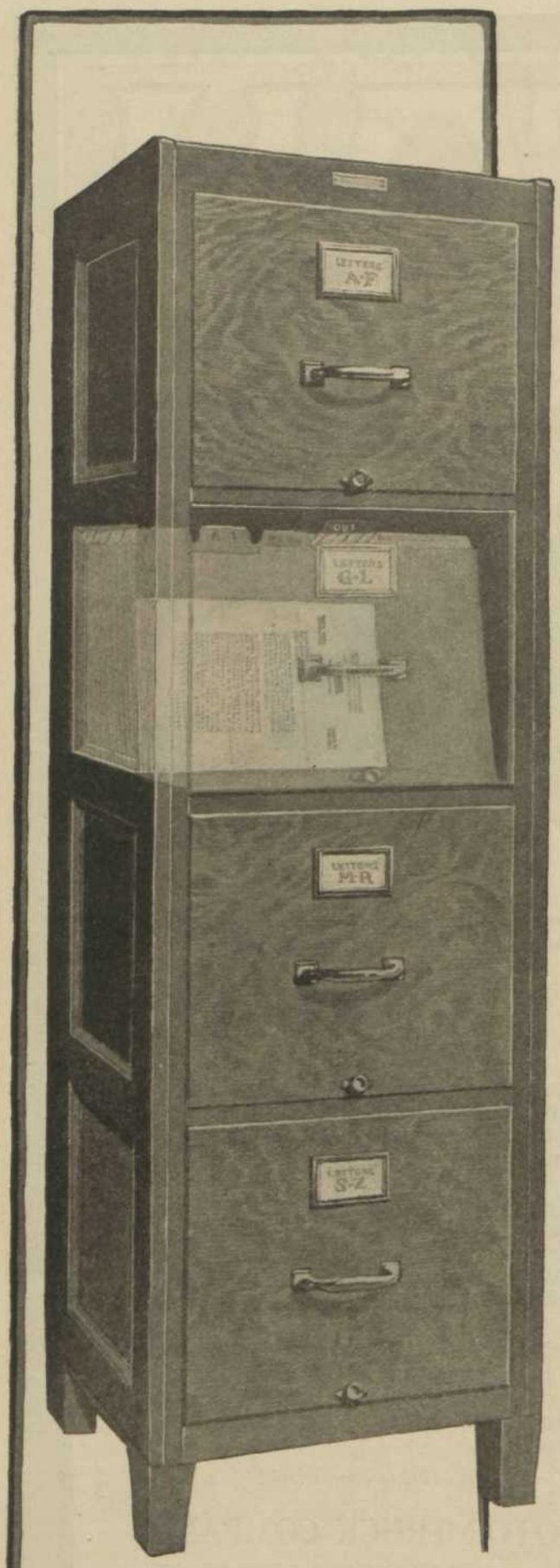
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JUST as the dictionary is a master key to all the words in the language—the heaped up thousands of words that would be simply "words, words, words," without it—so a good filing system is a master key to all the resources of an office. It is as clean-cut and certain in operation as the dictionary—quite simple, uninvolved, quick and accurate. It has, besides, an advantage no dictionary possesses: it is flexible.

Just as it is possible to foretell approximately where a given word will occur in the dictionary before one so much as opens to look, so it is possible with an adequate filing system to *see* with the mind's eye any given paper, resting in the middle of this drawer or the back of that, ready to be picked out at a glance by its letter or its number as the case may be.

In other words, a *filing cabinet* is not a receptacle for storing papers. It is one feature of a system which definitely places each paper in your mind, so that you may approach your files as you would a familiar bookcase knowing beforehand just where to reach out for a certain book.

Of course the very essence of such a system is that it is designed to fit the conditions under which it is to be used. There is no such thing as a ready-made, hand-me-down filing system. Every office has problems and combinations of methods peculiar to itself. It demands a system that has been designed for *it*.

If it be so designed by competent experts, the result is a real filing system,—a seeming miracle of simplicity, speed, and accuracy, like the engine of a high grade car.

Such a system, built to order, involving perhaps some wholly new filing device for the occasion, gives results that can't be had from any set of cabinets chosen by guess and fitted for good measure with a collection of miscellaneous indices, costly and perhaps utterly useless.

Many a man buys his filing system that way—and he doesn't get one. Such a buyer generally starts out to get not a filing system but a filing cabinet—which is not the same thing.

A filing cabinet is simply a part of the filing system. It is useless if it be not an instrument for carrying out a carefully devised method, planned by an office engineer. Without that it is a mere shell, a handsome box.

The man who stores his papers and records in cabinets without knowing exactly how and where to find them again the instant he may want them might as well get him some lemon crates and keep them in the basement. The office boy could fill them daily with the collected junk of the office, "filed for reference."

"Y and E"

The vital thing about a filing cabinet is the *calculated method* of which it is at once the instrument and the expression. A *calculated method* can't be the result of some happy chance, nor can it be created by any layman from a cursory study of a filing cabinet catalog. It must come from a man who can take what is in that catalog, reject most of it, and so combine the rest that it will be a special creation for a special purpose—a man who, if the available material isn't suitable, will create something new to get the result he seeks.

The creator of filing systems builds cabinets to fit his ideas. He is not an imitator but a pioneer. He takes the pride of a craftsman in producing, for those who buy cabinets on his advice, the system that will be at once most economical and most effective. He will not oversell his product; he refuses to sanction any aimless extravagance on the part of his customer; he forbids his staff of experts to force sales on that basis. His salesmen are not merely men who take orders; they are experts like himself. Their instructions are to treat prospective customers not as customers but as clients.

Such a service represents a business ideal. There could be no purpose in it for a man who made poor cabinets, with drawers and frames that warp and start and stick. For hand in hand with the perfect system necessarily and inevitably goes the perfect cabinet—the last word in beauty and mechanical perfection. System would be barren without it.

And such service, as impartial and unbiased as it can be made, and such perfect cabinets are the rule today among the men who make, not filing cabinets merely but filing systems.

Philip R. Yawman
President

Yawman & Erbe Manufacturing Company
ROCHESTER, N. Y.

Steel Filing Cabinets	Shannon Aid-File Supplies	Efficiency Desks
Wood Filing Cabinets	Record Filing Safes	Transfer Cases
Vertical Filing Systems	"Safe Files" for Blueprints	Folders, Guides
Card Record Systems	Machine Accounting Equipment	Metal Index Tabs



"Mobilize credit."

One day in 1916 appeared before the Joint Committee of Congress on Interstate Commerce the Chairman of the Union Pacific, Robert S. Lovett—afterward Chief of the Division of Capital Expenditures of the Railroad Administration. When Senator Cummins was reached for questions, he inquired what Judge Lovett would recommend in a situation where two competing roads, one strong, the other weak, took the same rates, so that if rates were raised to rescue the one this would unduly enrich the other at needless expense to those served by it. The Senator put that same inquiry to numerous other witnesses. He never let go of it. In effect he let it be understood that he believed no regulatory authority, even with a mandatory statute requiring him to sanction rates that would restore credit, would ever consent to an increase of rates needed on a poor road, not needed on a rich road, and applicable to both if to either.

Senator Cummins requested witnesses to consider mergers. Could a strong line absorb a weak connecting line? Judge Lovett said it could, but he could not see why it should, voluntarily. Later there was speculation about regional monopolies; but the demand for retention of competition was strong, and Daniel Willard of the Baltimore & Ohio pointed out that anyhow traffic didn't ordinarily move in circles, but lengthwise; and he showed a map on which twenty-two systems or thereabouts would result from absorption of feeders by trunk lines. This is the first manifestation of the "spill." The resources of the strong line are employed to give facilities and service to people living along a road which could not do this with its own earnings alone. At first sight this seems like a horrid outrage upon the stockholders of the strong line, but consolation accumulates with reflection. Sylvester Baxter, author of "A Prayer from the Hills," compared the insolvent feeders of a strong system with the elevators in a department store, upon which no fare is charged, but which the concern deems useful as tending to make business. Besides, nobody is obliged to merge feeders unless he wants to. The only compulsion proposed is the subtle pressure of vogue and the apprehension that if something isn't done by somebody we are in for the deluge.

But not even so bold a cartographer as Mr. Willard has drawn the Erie as a feeder for the Pennsylvania or New York Central. Weak lines which are themselves trunk systems will remain. How is the rate regulator to deal with them?

More "spill." Profit-sharing or mobilization of excess income has figured in proposals dating considerably back. It was S. Davies Warfield, President of the Association of Owners of Railroad Securities, who brought it into the recent Senate Committee hearings, proposing that above some line all net income would be trisected—one part for the company that earned it, as a stimulation to economy and enterprise; another to labor, and the final third to a fund for diffusion where needed. Mr. Willard, speaking for the railway executives, in his testimony approved the principle. Underlying it is the idea that with a "spill" a smaller increase in rates all around will furnish the desired improvements. This brings us to the question of reasonableness. Is it to be a pork barrel, or is there to be a standard of need and deserts?

For be it grasped that the restoration of railway credit and railway development is assumed by a large part, though not all, of the participants in this forensic pageant as



Oh, there are plenty of doctors!

imperatively requiring a new statutory definition of adequacy in rates. President Wilson said the present law and practice had no development in it, only restriction, and there must be "some new element of policy." Senator Cummins's definition might be that adequate rates are rates adequate to give better railroads and more railroads. But details are everything. What are reasonably adequate facilities and service? How is the regulator to identify the condition which is his signal that earnings are inadequate? Mr. Warfield proposes a "rule." The Association of Railway Executives suggests one. Most of such proposed rules have now come to recognize that extreme competence in locating, financing, building or managing a road should bring penalties, and when they talk about rates that will yield a "return" they specify a return to "all the roads" or "the average road," either considering the roads of the country computed in a consolidated account, or by regions. Senator Watson of Indiana has a bill that would assure 6½%.

Six and a half per cent on what? Nobody now suggests capitalization as the basis. Senator Watson says "property investment." But the Interstate Commerce Commission repudiates the figures back of 1908, when uniform accounting began, as containing unknown amounts which would now be charged not to cost of road and equipment, but to operating expenses. Others remark that plenty of people, both statesmen and laymen, are crouched for a spring to "scale down" the base, whether capitalization or valuation. A large and bright red apple will be handed to anyone furnishing reliable information leading to the discovery and apprehension of an idea for allocating the "spill" to the virtuous, the industrious and the frugal and sternly discarding the wicked, the slothful and the profligate upon the scrap-head of receivership and reorganization.

The other big float is: "The cop." Every transportation system has to have a traffic squad. Who is going to regulate the drive and the spill?

Before the war the most courageous thing you heard was that the statute ought to contain a rule of rate regulation for instruction of the Interstate Commerce Commission; and the timid whispered, "Congress will never say 'must' to the Commission." War changed much of that. Single-headed officials for tasks of foresight and provision for accomplishment made a strong impression. The railway presidents proposed a Secretary of Transportation. "Politics!" shouted certain cheer leaders; "also lack of continuity." Very well, said some, have your single-headed commissioner outside the Cabinet, with a long term and eligibility to reappointment. Somebody dug out a speech made twelve years ago by a former Commissioner, Charles A. Prouty, now Chief of the Division of the Railroad Administration, in which he declared that the Commission was trying to perform two sets of functions incompatible one with the other and recommended creation of another functionary.

Protecting the Rate Structure

TO this the National Industrial Traffic League, composed of men who serve individual shippers or chamber of commerce freight bureaus in their dealings with the roads, lend no countenance to proposals for transfer of existing authority from the Commission or bestowal of new authority over rates upon any other tribunal. They emphasize the importance of maintaining and further developing symmetry in the interrelation of rates, and point to the havoc which they claim the Director-General, with his war powers, wrought in a rate structure that took years to build up. Representative Esch was quoted as predicting or hoping that there never would be another general rate advance.

From the views given by the Commission itself to the Senate Committee through Judge Clark—and in correspondence printed in the record of those hearings Commissioner McChord says it more explicitly—it is evident that the Commission as a whole does not acknowledge the existence of an urgent railway credit problem calling for a rule of rate regulation or a change of rate policy by the Government. "Why," demand those who advocate a transfer of responsibility, "do you

(*Concluded on page* 79)



. . . and cigarettes helped to win it

What a part the cigarette played!

In those grim, tense moments, waiting for the word to "go"; in that blessed lull, hours afterward, just before the relief party came; in those other, sterner moments when his spirit fought to smile, what was the thing he wanted most?

The cigarette!

And now, with the big job done, what so much as the cigarette will help "keep him smiling" until he's home again?

A fact.

Over 740 million Fatimas have so far been shipped to our soldiers abroad. And more are constantly on the way for the boys who still are over there.

Liggett & Myers Tobacco Co.

FATIMA

A Sensible Cigarette

Little Stories of the Nation's Business

High lights in the swiftly moving drama of American Business finding itself after the shock of peace

THE editor of this page remains constantly at the center of the cross currents of new business thought in Washington. He is a "snapper up of those unconsidered trifles" which in such breathlessly critical days may contain the fate of a national industry. He keeps you at the statistical center of things. His little sermons are texts minus the preachment. He leaves you to do the philosophizing, to suggest the remedy or—if the case demands it—to offer the concluding prayer.

EVERY FIFTH FAMILY in the United States has been provided with an automobile by American motor car manufacturers, and plans are now being laid for an intensive export campaign to motorize the rest of the world.

The export of automobiles is not a new departure for American manufacturers, it is pointed out by Alfred Reeves, General Manager of the National Automobile Chamber of Commerce, but events of the last few years have stimulated the interest of manufacturers in the world markets. Up to date the insatiable home demand has been so hard to satisfy that manufacturers have shipped abroad less than five per cent of their output. Even so, the export trade has amounted to a considerable volume as compared to other American exports, reaching a total of more than $96,000,000 in the year 1916 and $90,000,000 in 1917.

The total of foreign sales by the automobile industry in the last six years was more than $550,000,000, of which seventy per cent was in 1916, 1917 and 1918.

During the war period the largest increases in exports of passenger automobiles were to Japan, China, the Philippine Islands, South American countries, Mexico, Cuba, Spain and Canada. Increases in truck exports were to England, France and Russia. It is important, however, to consider the growth of truck exports to countries in the Western Hemisphere and to the East since these countries knew virtually nothing about American motor trucks before the war or, for that matter, any other trucks. Five years ago motor trucks could not be dignified as an article of world commerce. The war has advertised them to every country on the globe.

THE WAR was won. There is no room for doubt on that score. As to the honor of winning it, however, there are many claimants. We have heard that ships won the war, that food won the war, that money won the war, and that various other things turned the trick. There is a new candidate—gasoline.

The Bureau of Mines calls attention to the fact that the war could not have been won without gasoline and that America furnished it. In 1916 the production of gasoline in the United States was a little short of fifty million barrels a year. In 1918 the output was 85,000,000 barrels, of which more than 13,000,000 barrels went abroad as war munitions.

HALF A MILLION TONS of shipping has been allocated by the Shipping Board to South American trade. This promises to go a long way toward removing one handicap under which American concerns seeking to do business in South America have operated.

A COUNCIL OF INDUSTRIAL RELATIONS has been established by the Goodyear Tire & Rubber Company of Akron, Ohio. Twenty thousand employees thus will be given a larger voice in shaping the policy of the factory on such subjects as employment and working conditions. The Council will comprise five men named by the factory management, the manager and assistant manager of the Labor Department, two foremen to be selected by all the foremen, and six non-salaried employees.

All questions of industrial relations will be passed on by the Council and its first duty will be to formulate a plan for the establishment of a legislative body which will give representation to all employees eligible to vote.

PLANS FOR MORE effective co-operation between the Government and the coal industry have been submitted in referendum form to the members of the National Coal Association. It is proposed that the Government shall establish a commission consisting of a member of the Cabinet and representatives of operators and miners to consider all problems affecting the industry. The commission would act as an advisory body in matters of cost of production, labor conditions and transportation.

The plan was advanced by the Fuel Administration.

THE GOVERNMENT will dispose of one hundred million pounds of its surplus stock of copper through the United Metal Selling Company, representing copper producers. It will sell through the same agency all copper scrap the War Department has on hand. Not less than five million pounds of copper will be delivered by the Government to the copper producers each month for a period of ten months and then ten thousand pounds of copper a month delivered for a period of five months.

The copper will be sold by the producers at market prices. A small commission will be allowed for marketing it.

ENGLAND is also having her troubles in handling the railroad problem. When the government took over the roads in 1914, guaranteeing as rental the pre-war net income, the annual receipts were $680,000,000 and operating expenses $430,000,000. Of the operating expenses $250,000,000 went into the payroll, $25,000,000 covered taxes, and $155,000,000 went for supplies. This left a net income of $250,000,000 for interest and dividends giving a return to the owners of less than 4 per cent.

To-day the government is paying railroad workers $650,000,000, and the cost of supplies has added $140,000,000 to operating expenses. There has been no increase in freight rates, although passenger fares were raised 50 per cent. The total revenue is estimated now at $780,000,000 and the total of wages, cost of operation and interest at $1,220,000,000. This leaves a difference of $190,000,000 between operating expenses and returns, and a difference of $440,000,000 between the combined expenses of operation and return on capital and receipts.

The government under the War Control Act must continue to operate the roads for two years more. If returned to the private companies on their present basis of rates and costs, the roads would earn neither dividends nor interest, and most of them could not even make operating expenses. A freight rate increase of 100 per cent would put the companies in position to pay dividends, but the feeling is that rates already are too high.

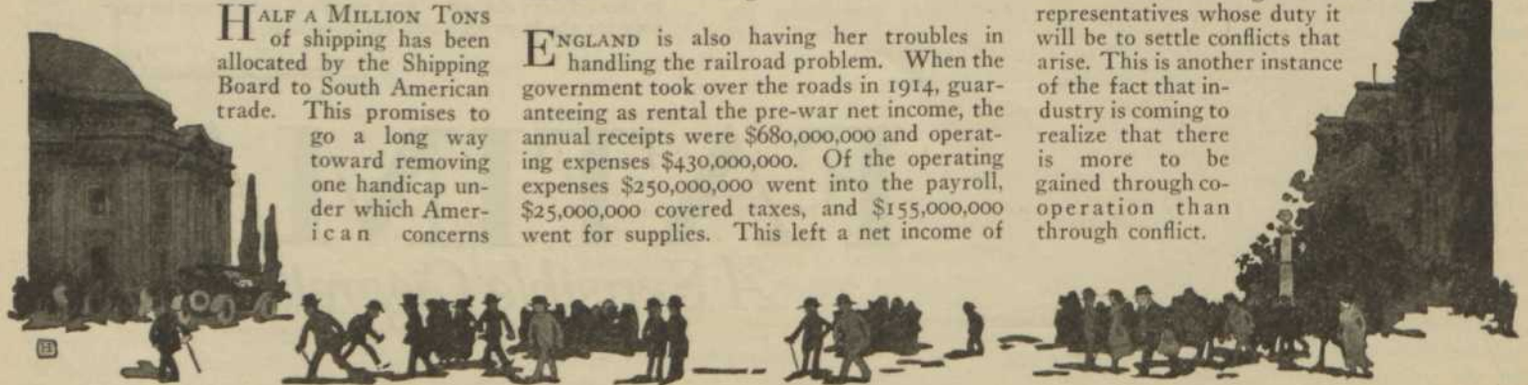
The talk in England, therefore, is that nationalization of the roads is necessary and that the general public through taxation must make up the deficit.

THE RELATION between wages and prices is pretty close. It is this fact that leads so many people to the belief that prices generally cannot be brought down to any considerable extent unless wages come down also. Experts estimate that in manufactured articles the labor cost ranges from 75 to 90 per cent.

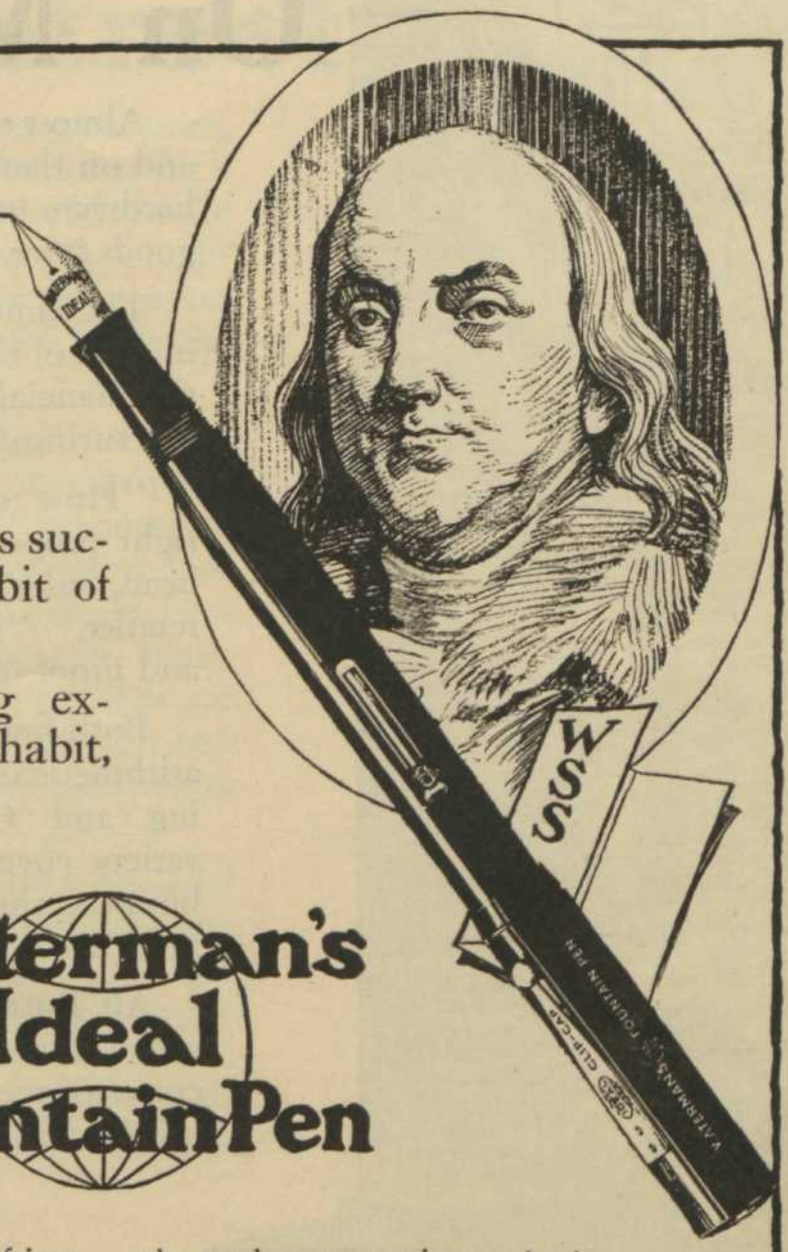
Economists say there are three ways to reduce prices. Cut profits, increase production, reduce wages. Production just now is slowing up because of the lack of demand. Labor leaders say there must be no cut in wages. Manufacturers say that their profits have been cut due to the fact that production is off.

The Redfield price-adjustment board is trying to find the end of the circle. It has its difficulties.

ANOTHER ARMISTICE has been signed. This time it is the packers and the livestock raisers who have agreed to discuss peace terms. The two interests have named a committee of twenty-three producers, packers, commission men and government representatives whose duty it will be to settle conflicts that arise. This is another instance of the fact that industry is coming to realize that there is more to be gained through co-operation than through conflict.



Thrift



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has put into its hands the thriftiest writing tool ever produced.

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The same problems come up for solution in each of these little business concerns as in the financial district of New York or the manufacturing districts of Pittsburgh or Chicago.

"How can I divide a dollar into the right proportions of materials, labor, overhead, sales expense and profit?" asks the retailer. "How can I get a daily balance and proof of posting?" asks the banker.

Both find their answer in the automatic arithmetic of Burroughs Adding, Bookkeeping and Calculating Machines. Their variety covers every figure need of any one business, their principle applies to the common need of all business.

All Burroughs users obtain the same results—accuracy, promptness, legibility and convenience, with a great saving of the labor involved in figuring.



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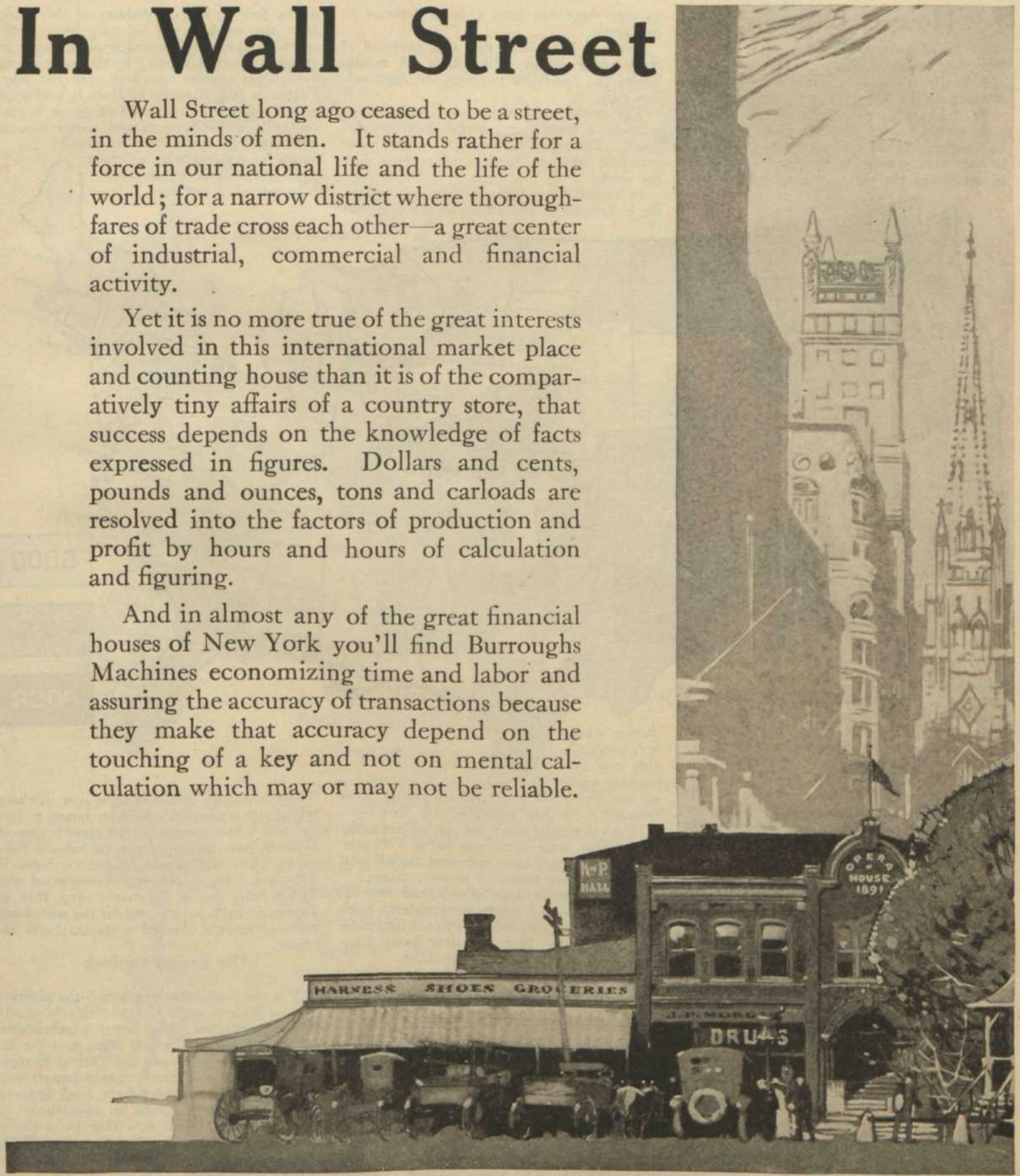
Burroughs

In Wall Street

Wall Street long ago ceased to be a street, in the minds of men. It stands rather for a force in our national life and the life of the world; for a narrow district where thoroughfares of trade cross each other—a great center of industrial, commercial and financial activity.

Yet it is no more true of the great interests involved in this international market place and counting house than it is of the comparatively tiny affairs of a country store, that success depends on the knowledge of facts expressed in figures. Dollars and cents, pounds and ounces, tons and carloads are resolved into the factors of production and profit by hours and hours of calculation and figuring.

And in almost any of the great financial houses of New York you'll find Burroughs Machines economizing time and labor and assuring the accuracy of transactions because they make that accuracy depend on the touching of a key and not on mental calculation which may or may not be reliable.



Adding—Bookkeeping—Calculating Machines

Burroughs

How *Is* Business?

(*Continued from page 13*)

grown to be one of the important industries, and locally it is of supreme moment. For instance, in the Ranger and Burkburnett sections of Texas it is practically the whole story, and brought sudden and abounding prosperity to a region afflicted with two poor crop years in succession, where the people were stripped of everything but the bare necessities of life.

Originally and principally employed for illuminating purposes, coal oil has found a multitude of other uses, as gas and electricity superseded the kerosene lamp. It is extensively used as a fuel for engines and as motive power of all descriptions, and for domestic heating and cooking stoves. In the form of gasoline, one of its products, it made possible the automobile and the aeroplane. It is now found in great fields in practically every section of the country, north, east, south and west, and wherever found it is a constant and most remunerative source of revenue to the owners of the wells. Its stimulating effect upon general business is largely during the early days of drilling and prospecting because of the number of men engaged, the high wages paid, the demand created for supplies and commodities, and the acquisition by many of sudden wealth, which is usually spent as freely as it is acquired.

When this phase is passed, business activity quiets down to the distribution of dividends to its stockholders.

During the war consumption outran production with consequent drawing upon stocks already accumulated. In 1918 the consumption was three hundred and sixty-seven million barrels, an excess of twenty million barrels over production. The January, 1919, figures show a slight improvement.

The demand for gasoline seems insatiable. Prices of oil are at remunerative figures and the only apparent question is as to whether possible discoveries of new fields will enable the supply to keep pace with a steadily increasing demand from all parts of the world.

Coal Mining

COAL mining is in a "parlous" state, because of a falling off in demand, largely incident upon the coming of peace. Consequently there has been a great decrease in production.

Last fall bituminous coal was produced at the rate of twelve million tons per month. Today this has fallen to seven and eight million tons.

The recent mild winter and early spring was also a large factor in the decreased demand. The mines consequently are running only half time, or from three to four days per week.

In normal times there is always a slackening in demand at this season of the year, but during the war production was at maximum all the time. So that the slackening is in evidence more than normally.

Prices generally have not varied since the government price scale was lifted February 1st. High grades have increased slightly and low grades have fallen off to some extent.

Coal operators have shown extreme reluctance to reduce prices in accordance with the suggestion of Redfield's Price-Adjustment Board, claiming that operating costs have risen because of part time operation.

There is a heavy export demand, but ships cannot be had to move the coal wanted abroad. The Italian Government has a representative in the United States now seeking ships to transport coal enough to keep Italian industries running, but Hurley has not given him much encouragement. This representative says the British promised Italy 750,000 tons a month and later said they could supply only 100,000 tons monthly. But there are not enough spare ships to move 650,000 tons a month from the United States.

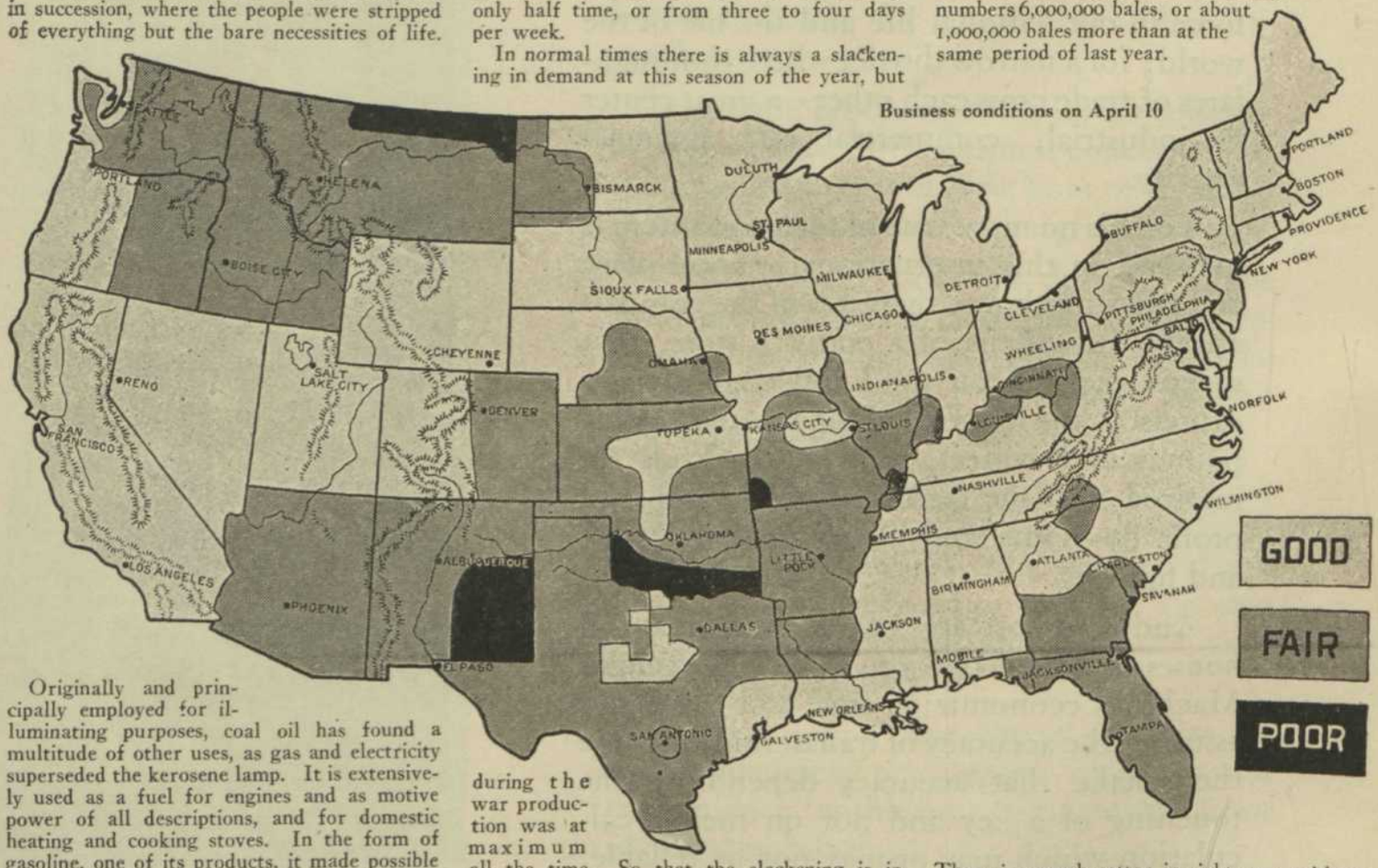
The production of anthracite coal is about normal, though slightly less than at this time last year when the railroad congestion created a heavy demand for all coal.

Prices are staple and the number of employees about the same as at this time in 1918.

Most mines are running full time.

Cotton and Cotton Fabrics

THE raw cotton market for some months has been going through one of its periodic movements of a general attempt to influence prices, first by the withholding of the staple from the market, and secondly by a widespread propaganda to pledge all growers to reduce acreage this spring by thirty-three and a third per cent as compared with last year. Cotton is still strongly held, as is evidenced by the statement that stocks of cotton in cotton mills, public storage and compresses on February 26, 1919, were in round numbers 6,000,000 bales, or about 1,000,000 bales more than at the same period of last year.



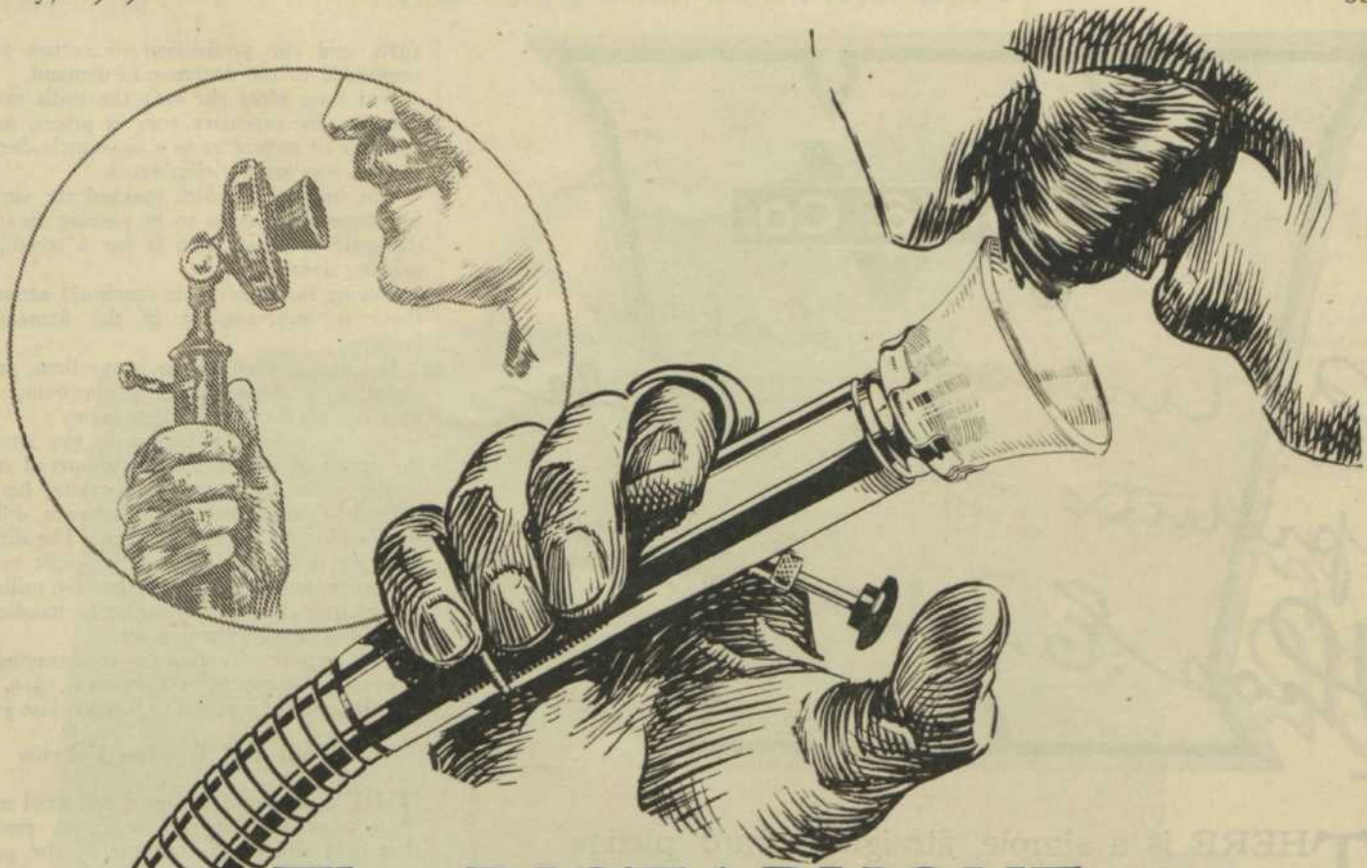
There is enough cotton in sight now, without taking into account that held on farms, to last five and a half months at the present rate of domestic consumption of 433,000 bales in February, 1919, and export of 450,000 bales in February, 1919. Domestic consumption was 83,000 bales less in February, 1919, than in February, 1918, but exports for the same comparative months showed a 90,000 bales increase.

The Export Outlook

IT is the export business which the planters and farmers in the Cotton Belt rely upon to save the situation. This factor is complicated by the difficulty in getting ships, and the internal troubles in Russia and Central Europe. These countries certainly cannot import cotton until law and order have been restored and manufacturing given an opportunity to get on its feet. Just now that looks like a long, wearisome story. Nor can the mills of Belgium and France resume operations for some time to come.

The attempt to restrict the acreage has been tried a number of times in the past and always failed because of lack of cooperation among the farmers and planters. This year, all observers are agreed that there will be some reduction in acreage, but not to the extent proposed. Nor is there at present any serious apprehension that the crop will be an unduly small one from lack of sufficient land devoted to planting.

In February, 1919, there were 300,000 less active spindles than at the same period of



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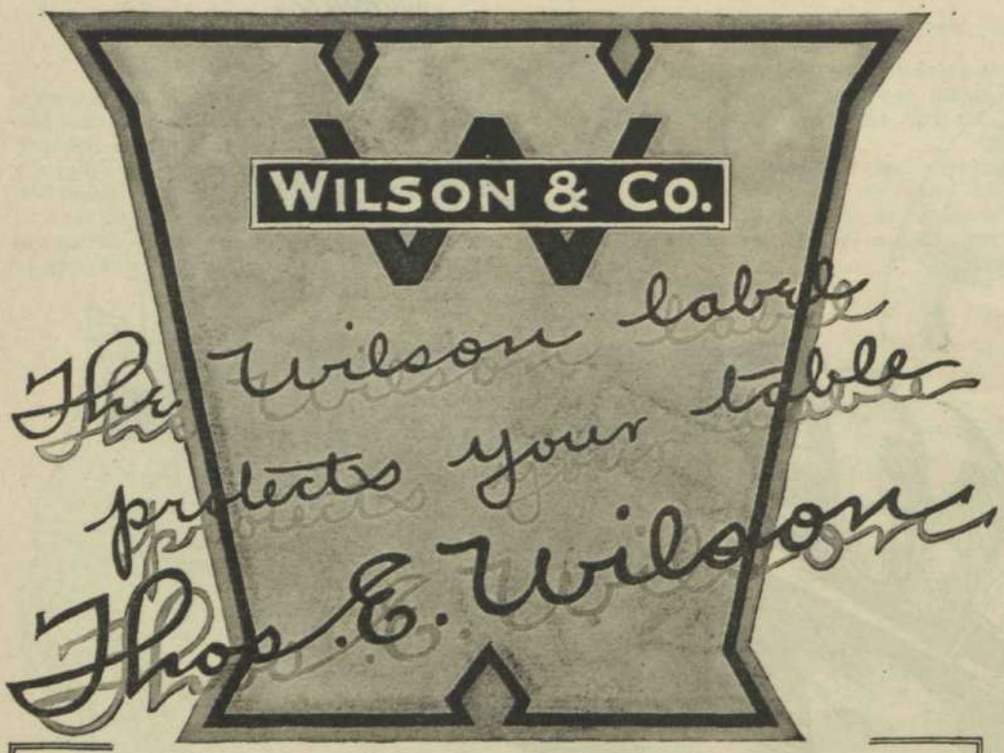
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❖ ❖ ❖ ❖

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Today the W-shaped Wilson label is the mark which tells of public favor honestly deserved and thoroughly won. More than that, it is our constant promise to respect and hold your confidence.

"This mark WILSON & CO. your guarantee"

CHICAGO

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Certified Fruits, Vegetables, Meats and Table Specialties

If your dealer cannot supply you with Wilson Pure Food Products, write us giving his name and address and we will arrange to provide your requirements

The Wilson Label Protects Your Table

1918, and the production of cotton fabrics responded to the decrease in demand.

Not long after the war the mills met the situation by extensive cuts in prices, so that the fear of buyers as to a constantly declining market was largely eliminated.

The hesitation which marked the situation for some time seems to be passing away, and the general expectation is for a steadily improving demand.

Buying for underwear continues active, and there is improvement in the demand for hosiery.

Business in men's wear is excellent, and the situation in dress goods is improving, as is also the market for cotton yarns.

One very serious factor in the situation, the result of constant and widespread strikes, is the wide difference, in working hours in individual mills, not only between different sections but in the same states. The different working hours run from forty-eight to sixty per week, and it is obvious that the mills with the shorter hours are seriously handicapped by this unequal arrangement.

The export situation is encouraging, the figures for shipment in February, 1919, being $23,500,000 as against $10,800,000 last year.

Wool and Woolen Fabrics

THE dominant feature of the wool market is a surplus of raw material, especially that held and contracted for by the government. The latter amount is about five hundred million pounds and its existence must necessarily be a constantly depressing influence upon the market until it is finally disposed of.

If to these figures be added the commercial stocks on hand and the coming clip, there is an abundance of wool in this country for all purposes. As against this is the naturally great decline in wool production because of the cessation of the government demand.

It is small wonder then that on March 1, 1919, about fifty per cent of the wool machinery in the country was working as against 12.7 per cent on March 1, 1918.

The general feeling, however, is that the bottom of the hill has been reached in production and that for the remainder of the year it will be a gradual but steady ascent.

The clothing trade offers encouragement, for retail business gives evidence that the buying is still good and that dressing well has become largely a habit among the many.

The woolen industry has suffered much during the past few months from constant strikes, largely for shorter hours, and secondarily for recognition of the Union.

Export figures are the most encouraging feature of the situation, showing $2,371,000 in February of this year as against $1,987,000 in the same month last year.

The market for worsted yarns is firm and active.

Shoes

THE production in shoes naturally feels the loss of government business, which consumed about fifteen per cent of the total output. But the manufacturers expect to be compensated by a large domestic and export demand.

Europe is notably in need of footwear, though exports for the seven months ending January 31, 1919, are about $7,500,000 as against $9,250,000 for the preceding similar period.

Buying in this country is conservative because of the prevalence of caution in all quarters. There is a general tendency towards repairing and cobbling as long as the

(*Continued on page* 75)



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Business as a Peacemaker

(*Continued from page* 24)

cludes the assembling and indexing of authoritative general information on all commercial and economic subjects. The Section aims to furnish for the Department, and for all other governmental departments (but not for the public at large), dependable facts which could concern the interests of the United States.

Starting with the nucleus of its files of consular and diplomatic reports, the Section has within the past year perfected arrangements by which it receives regularly manuscript copies of all important trade and economic memoranda prepared by any agency of our Government. It has also expanded the Foreign Trade Adviser's library of foreign governmental documents so that it includes almost every important statistical and economic publication of any foreign government.

An Arsenal of Facts

BY these steps the Section has endeavored to assemble an arsenal of commercial, maritime, and final facts really adequate for grappling with the stupendous economic problems now confronting Washington. Altogether the Section is quite obliterating the unhappy memory of the time when a distinguished American college executive could remark, with some justice, that the State Department possessed less economic information than the *World Almanac!*

But the routine administrative equipment of the Department would be valueless unless used by proper official experts. Every angle and aspect of each case must be given analytical consideration; and must be studied with reference to all the probable or possible recombinations in international politics. A railway concession in China may call for one attitude so long as Russia remains disorganized, but for quite another attitude if a Siberian republic shall appear.

For this work the Foreign Trade Adviser has during the past year provided a staff of fifteen highly trained official specialists, drawn partly from the Consular Service and partly from the temporary bodies which have been at work in Washington during the war. This panel of experts, under the Economic Intelligence Section, has divided the world into five grand divisions, and has assigned three of its members to each grand division.

The officers thus become known as Regional Economists, and each must maintain special competence as to the region to which he is assigned. The regions are: Western Europe, the Central Powers and Near East, Russia and Scandinavia, the Far East, and Latin America. Every despatch, report, or cablegram received by the Department of State as to trade or economic questions arising with regard to these respective areas is referred to the appropriate regional group.

If, for example, a report is received from Scandinavia in regard to the modification of shipping regulations, the officer who handles it will consult the files of the Economic Intelligence Section and will hold conferences with officials in the Shipping Board or the Bureau of Navigation. He will then, in the light of all the data procured, prepare a memorandum going fully into all the points useful toward reaching definite conclusions as to action.

To further still improve this system of personal co-operation between foreign trade officials throughout Washington the Department of State has instituted conferences of liaison representatives of eleven other governmental departments, boards, and commissions.

The conferences are to be held once each week or oftener as occasion arises. The first of these meetings held recently was attended by leading commercial or economic representatives of the State, War, Navy, Treasury, Commerce, Agricultural, and Labor Departments, the Shipping Board, War Trade Board, Federal Trade Commission, and Tariff Commission. This board of fact-gathering experts will prepare the cases which are to be discussed by the Foreign Trade Committee established by the President on February 28, which also centers in the Foreign Trade Adviser's office.

The Department is the only agency of the Government which can take up complaints by American business men regarding treatment abroad, since official representations in foreign countries can only be made by officers accredited by the Department; and the practical contact with business men, and with the Chamber of Commerce of the United States, which this work entails, has been found highly valuable by the Department.

In most instances the studies made by the Regional Economists result primarily in monographs or memoranda for the use of the Department of State's executive officers. The Economists themselves do not purport to initiate executive action. At the same time



© Travel Magazine

it has been found that in the very act of drawing up their reports the Economists are apt to generate opinions which indicate the nature of the executive action which is desirable. Their work thus shades into the final class of foreign trade work carried on by the Department,—the taking of definite and practical action.

The decisions of the Department of State in commercial and economic matters are in general based upon simple considerations of ordinary common-sense. But even for common-sense decisions a correct knowledge of all the facts involved is necessary, and all pertinent information must be thoroughly checked up; especially when, as is often the case, it reaches the Department from interested parties. The executive officers must therefore base their acts upon the work of consultative officers.

On matters of foreign trade policy the Secretary of State, Assistant Secretaries of State, Director of the Consular Service, and Solicitor have either superior or concurrent jurisdiction over executive action, in relation to the Foreign Trade Adviser. Nevertheless they rely upon the Foreign Trade Adviser's Office to make the initial decisions. The ultimate control in all these matters rests with the Secretariat, subject to general cabinet decisions and decisions by the President; but in a majority of cases the Foreign Trade Adviser and his Assistants actually bear the brunt of the executive work.

From Plans to Action

EXECUTIVE action usually takes the form of instructing our diplomats and consuls to make representations or render services, or of requesting other Departments in Washington to do desired acts which may be within their respective jurisdictions, or of recommending Presidential or legislative interposition with regard to international trade.

Thus the Secretary of State, advised by the Foreign Trade Adviser, may instruct our Ambassador at Rome to convey certain intimations to the Quirinal; or he may discuss with the Secretary of Agriculture the advisability of relaxing plant quarantine to aid a friendly country; or he may advocate tariff reciprocity as an administration policy.

From the foregoing resumé it will be clear that the great bulk of the State Department's activities on overseas business affairs is conducted by the Foreign Trade Adviser's Office. It thus constitutes the heart and center of the trade policy organizations of the Government.

The Trade Adviser's Office as it exists to-day, with an efficiency quadruple that of 1917, is in large degree the product of the vision and energy of a single consular officer. The Department was fortunate in having at its disposal, at just the time when the war brought its heaviest burdens upon the Trade Adviser's Office, Hon. Julius G. Lay, who until the United States severed relations with Germany had been our Consul General at Berlin. Mr. Lay has been assisted by a number of consular officers having extensive training in regard to foreign trade. The foremost among them has been Mr. William Coffin, a successful business man who for fifteen years has served with distinction in various consulates-general abroad. Under this leadership the Foreign Trade

(*Concluded on page* 59)

There is a G-E Motor Agency man in every large city and town who has the engineering and manufacturing facilities of the General Electric Company behind him.



"The order is yours— with G-E Motors I know everything will be right!"

YOU buy an electric motor on judgment. Time proves the soundness of that judgment.

Reputation of the motor and its maker, confidence in the seller, past experience with motors and the service that follows, should be the deciding factors.

Standardize on G-E. This assures the proper motor and control.

The G-E Motor Agency man will study the actual conditions under which a motor will operate. His recommendations will insure lastingly satisfactory and efficient service.

Over 500,000 motors a year are built by General Electric Company. This great production covers every field of electric power application.

Whether yours be a shoe repair shop or a factory covering a dozen city blocks, G-E Motor equipment will fill every need.

Every G-E Motor Agency is a service station for the user of power. Every power problem or repair — big or small — gets the same prompt, intelligent attention from the General Electric Motor Agency.

A representative stock of motors is carried by the G-E Motor Agency. Complete stocks in twenty-four G-E warehouses dotting the country.

Look for this sign— *It is displayed by every G-E Motor Agency*



G-E motors

45-46

—from the Mightiest to the Tiniest

GENERAL ELECTRIC COMPANY

Drink Coca-Cola

TRADE MARK REGISTERED

DELICIOUS and REFRESHING

Coca-Cola is a perfect answer to thirst that no imitation can satisfy.

Coca-Cola *quality*, recorded in the public taste, is what holds it above imitations.



Demand the genuine by full name —nicknames encourage substitution.

THE COCA-COLA CO.
ATLANTA, GA.

Sold Everywhere

Business as a Peacemaker

(*Concluded from page* 56)

Adviser's Office has been so expanded as to constitute virtually a new workshop, equipped to formulate and apply, in large measure, the foreign trade policies of the nation.

Nor can it be too often insisted that such an agency has never been more necessary than at the present juncture. America has always stood among the nations for the principle of economic liberty as a natural complement of political liberty. Herself generously endowed with natural resources, she has wished to see every other nation, great or small, develop without hindrance its own economic resources. She recognizes that every nation possesses certain special commercial aptitudes and advantages of its own; and should be permitted to make undisturbedly the best contribution of which it is capable to the sum of mankind's wealth. And having made this recognition freely and consistently, as she does, she claims on her own behalf the same right to play the full commercial rôle which her peculiar endowments mark out for her.

Thus she presses forward toward her own commercial goal, but she keeps always in view the ideal of a world in which all peoples shall likewise fulfil their individual economic destinies.

WAR DEPARTMENT OFFICIALS believe that there will be a big sale of automobiles in the United States this year. They base this opinion on the great volume of requests for information concerning the disposal of machines the Government has on hand. A report widely circulated soon after the armistice was signed that the Government would have a large number of machines for sale brought to the Surplus Property Division of the War Department such a flood of inquiries that it became necessary to issue a formal statement declaring that the Government would have no machines to put on the market.

Now it turns out there may be some cars for sale, but various branches of the Government will be consulted first to ascertain if these machines can be used to fill their requirements. If all of the cars cannot be used those that are left will be offered to manufacturers.

STATEMENT required by the Act of Congress of August 24, 1912, of The Nation's Business, published monthly at Washington, D. C., for April 1, 1919.

DISTRICT OF COLUMBIA, CITY OF WASHINGTON, ss.: Before me, a Notary Public in and for the state and county aforesaid, personally appeared John G. Hanrahan, Jr., who, having been duly sworn according to law, deposes and says that he is the Business Manager of THE NATION'S BUSINESS, published by the Chamber of Commerce of the United States of America, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit: 1. That the names and addresses of the publisher, editor, managing editor, and business manager are: Publisher—Chamber of Commerce of the United States of America, Washington, D. C.; Editor—Merle Thorpe, Washington, D. C.; Managing Editor—F. S. Tisdale, Washington, D. C.; Business Manager—John G. Hanrahan, Jr., Washington, D. C. 2. That the owners are: Chamber of Commerce of the United States of America, Washington, D. C. Said body being an incorporated organization under the laws of the District of Columbia, its activities being governed by a Board of Directors, the officers of which are set forth in Exhibit A, attached herewith. 3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

JOHN G. HANRAHAN, JR.,
Business Manager, THE NATION'S BUSINESS.

Sworn to and subscribed before me this first day of April, 1919.

FLORENCE L. CULVER, Notary Public.
My commission expires November 10, 1922.

IF you contemplate engaging in foreign business or increasing your present foreign trade, knowledge of foreign business laws and methods and trade conditions is vital.

Our Commercial Service Department

is prepared to furnish you with this and all other necessary information.

Our Branch at Buenos Aires and our close affiliations with leading banking institutions throughout the World keep us in close touch with financial and commercial activities in all countries.

The First National Bank of Boston

Capital, Surplus, and Profits, $27,000,000
Resources . . Over $250,000,000

Branch at Buenos Aires, Argentina



Ads and the Ad Man

By JOHN COTTON DANA
Librarian, Free Public Library, Newark, New Jersey

IN ten years our national organization of advertising men — it is called "The Associated Advertising Clubs of the World" —has acquired numbers, money and influence. For details consult its journal, "Associated Advertising." Its best work has been in making good its motto, "Truth in Advertising." It has done much to make advertising clear, truthful and helpful, and to check its native tendency to waste money for both advertisers and those moved by advertisements. It believes that good advertising lowers the cost of distribution; and it is laying plans to add greatly to its powers in the work of making advertising both true and helpful.

We of America are the world's greatest advertisers; and this means that we are the world's greatest readers of advertisements. Very proper it is, then, that we have here an organization, formed by advertising experts but including thousands of men of whose business advertising is only a part, which is trying to keep advertising clean. At headquarters in New York is a big staff of workers, equipped with an up-to-date library of business books; and in the field are always active emissaries of sound advertising doctrine.

In view of the facts just cited it is not strange that it has frequently been said of advertising men that they were the first to recognize the large returns to be had from the use of printed information, and that they make better use of books and other print than any other group of business men.

This may account for the fact that more good books are published on advertising than on any other business subject.

In the lists which follow the books marked "A. A. C. W." were written and published under the special direction of the Associated Advertising Clubs of the World.

Twenty Good Books on Advertising

Elementary Laws of Advertising and How to Use Them, by H. S. Bunting. 1913. $1. Novelty News, 9 S. Clinton St., Chicago.

Advertising as a Business Force; Experience Records, by P. T. Cherington. 1913. $2. A. A. C. W. Doubleday.

Advertising Book, 1916, by P. T. Cherington. 1916. $2. A. A. C. W. Doubleday.

Advertising Principles, by H. F. DeBower. 1917. Alexander Hamilton Institute. (Not for sale by pub. except to their own students. May often be bought second hand.)

How to Reduce Selling Costs, by P. E. Derrick. 1917. $2. Associated Advertising Clubs of the World, 110 West 40th St., N. Y.

Principles of Practical Publicity, by T. W. DeWeese. 3d ed. 1908. $2. Jacobs.

Law of Mental Domination Applied to Selling and Advertising, by T. E. Dockrell. 1914. $1.10. Commercial Pub. Co., 1123 Broadway, N. Y.

Typography of Advertisements that Pay, by G. P. Farrar. 1918. $2.25. Appleton.

How to Advertise, by G. French. 1917. $2. A. A. C. W. Doubleday.

Scientific Distribution, by C. F. Higham. 1918. $1.50. Knopf.

Advertisers' Handbook; Plans, Copy, Typography, Illustration, Mediums, Management. 1910. $5. International Correspondence Schools, Scranton, Pa.

Advertising, Selling the Consumer, by J. L. Mahin. 1914. $2. A. A. C. W. Doubleday.

Advertising Campaigns, by MacMartin. 1917. Alexander Hamilton Institute. (Not for sale by publishers except to their own students. May often be bought second hand.)

Principles of Advertising Arrangement, by F. A. Parsons. 2d ed. 1913. 6s. Pitman.

Sales Promotion by Mail, How to Sell and How to Advertise; a Handbook of Business Building. 1916. $2. Putnam.

Theory and Practice of Advertising, by W. D. Scott. 1913. $2. Small.

Making Type Work, by B. Sherbow. 1916. $1.25. Century.

Analytical Advertising, by W. A. Shryer. 1912. $3. Business Service Corporation, 135 Fort Ave., Detroit, Mich.

Advertising; Its Principles and Practice, by H. Tipper and others. 1915. $4. Ronald.

Principles and Practice of Advertising, by G. B. Wadsworth. 1913. $2. Wadsworth, 1 Madison Ave., N. Y.

The Advertising Agent

THE advertising agent is largely responsible for the tremendous development of advertising in recent years. The more merchants and manufacturers he could persuade to take space in the journals he represented the more his business prospered; and the more progressive he was the sooner he saw that only by genuine expertness could he prove to business men the value of advertising. To gain expertness he wisely had recourse to the experience of others in print.

Calkins, E. E. Sellers of Advertising. In his Business of Advertising, p. 52-92. 1915. Appleton. $2.

Calkins, E. E., and Holden, Ralph. General Advertising Agency. In their Modern Advertising, p. 161-219. 1915. Appleton. $2.

Curtis Publishing Co. Advertising Agent. In their Selling Forces, p. 67-84. 1913. Curtis Publishing Co. $2.

Cherington, P. T. Advertising Agency. In his Advertising as a Business Force, p. 493-536. 1915. A. A. C. W. Doubleday. $2.

Directory of the Advertising Agents of the World. Appeared in Special Section of Fourth Estate for March 15, 1919. 232 W. 59th St., New York City. Subscription, $4; single copies, 25 cents.

Hess, H. W. Advertising Agency. In his Productive Advertising, p. 217-226. 1915. Lippincott. $2.50.

International Correspondence Schools. Advertising Agencies. In their Advertiser's Handbook, p. 390-398. 1910. International Textbook Co. $1.25.

Lewis, E. St. E. What the Advertising Agency Can Do for the Financial Advertiser. In his Financial Advertising, p. 681-699. 1908. Levey. $5.

Methods for the Advertising Agency

Advertiser and His O. K. Printers' Ink. March 7, 1918, p. 28-32, and March 14, 1918, p. 53-54.

Direct by Mail Campaigning is Fundamental; advertising agencies must recognize this. Postage. November, 1918, p. 13-15.

Finding the Right Man in the Firm to Sell. Printers' Ink. December 26, 1918, p. 10-12.

Standardization of Agency Work Adopted by National Body. Printers' Ink. October 17, 1918, p. 33-36.

What Data Do Advertising Agencies Require? Printers' Ink. July 13, 1918, p. 26-28.

The Advertising Manager

MANY large firms have fully organized advertising departments. Whether this department should be a part of the Sales Department or vice versa; whether the two should be separate, or both under the general direction of a selling organization—on these questions there are many opinions.

These articles describe different kinds of organization and methods used by advertising departments.

Curtis Publishing Company. Machinery of Advertising. In their Selling Forces, p. 55-65. 1913. Curtis Publishing Co. $2.

International Correspondence Schools. Department Store Advertising. In their Advertiser's Handbook, p. 237. 1910. International Textbook Co. $1.25.

Griffith, J. B. Advertising and Sales Organization. In his Business Management, v. 1, p. 121-190. 1910. American School of Correspondence. $1.50.

Lewis, E. St. E. Advertising Manager. In his Financial Advertising, p. 652-667. 1908. Levey. $5.

How Advertising Departments Should Function with Agencies. Advertising & Selling. December 14, 1918, p. 25, 28-29.

Records of Resulting Sales

WHAT kinds of advertising produce best results? To answer this question comparative records must be kept.

There are many ways of keeping these records. Some who have produced satisfactory results here tell of their methods.

Schulze, J. W. Advertising. In his American Office, p. 276. 1913. Ronald Press. $3.

Library of Business Practice. Advertisement Files and Records. In Library of Business Practice, v. 6, p. 195. 1914. Shaw. $1.35.

Copeland, M. T. ed. Sales & Advertising Statistics. In his Business Statistics, p. 178-390. 1917. Harvard University Press. $3.75.

International Correspondence Schools. Keeping of Advertising Records. In their Advertiser's Handbook, p. 256-258. 1910. International Textbook Co. $1.25.

Parsons, C. C. Advertising Department Records. In his Office Organization and Management, p. 207-220. 1918. La Salle. $2.50.

Shryer, W. A. Advertising Record Keeping. In his Analytical Advertising, p. 87-96. 1912. Business Service Corporation. $3.

Griffith, J. B. Systems and Records. In Cyclopedia of Commerce, Accountancy, Business Administration, p. 63-71. 1910. American Technical Society. $24. 10 vols.

Selling Where the Sales Come Easiest. System. December, 1918. p. 837.

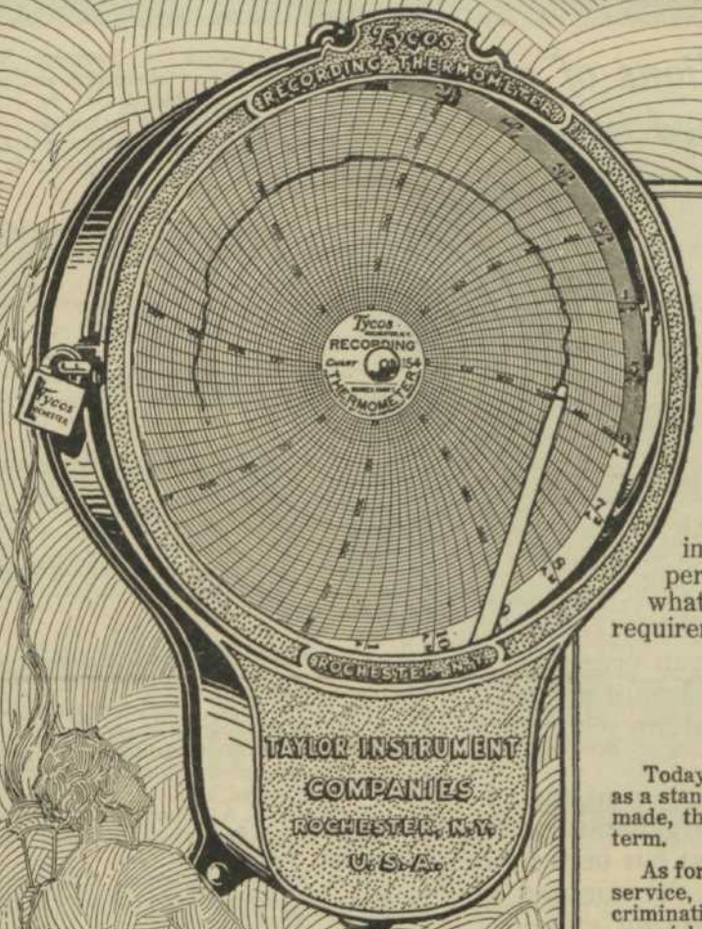
Maps show advertising graphically and thus save time:

Fixing the Advertising Appropriation. Printers' Ink. May 6, 1915. p. 8-12.

Planning Ahead for 1917. System. January, 1917. p. 6-7.

Tycos TEMPERATURE INSTRUMENTS

·INDICATING · RECORDING · CONTROLLING·



Ingenuity has profited by all past experience, therefore, to be up in line and on the level with the progressive demand of the day—your manufacturing equipment must embody instruments that will enable you to keep up with the advance.

Somewhere in your manufacturing processes, you need instruments for indicating, controlling and recording temperature. Whatever that process may be, whatever the instrument needed to suit your requirement, you will find it among the

Tycos Temperature Instruments

Today every one of the *Tycos* Instruments is accepted as a standard for the particular service for which it is made, the line is complete in the fullest sense of the term.

As for being dependably accurate and enduring in service, they have been selected by the most discriminating and exacting concerns because of these especial qualities.

Refer to a *Tycos* catalog if you have one. If not, we have one for you and will send it whenever you say.

Taylor Instrument Companies
Rochester, N. Y.

Manufacturers of a complete line of instruments for indicating, recording and controlling of temperatures, adapted to every requirement in manufacturing and industrial operations.

335



THERE'S A *Tycos* OR *Taylor* THERMOMETER FOR EVERY PURPOSE

A Harnessed Niagara of Advertising Power

An organization by which millions of advertising messages are jumped into public view at a mere word

Poster advertising possesses the power of the elemental. It is principally picture, the primitive symbol for communicating ideas. Like the picture, the poster pierces through to the pith of every subject. Imaging the object, it cuts past the necessity of explanation to the simple impression. It inspires only emotion,—and if the picture and the subject be good, there is only the simple response, "I want that."

* * * * * * *

There exists at the command of the business man a direct route to the market place of the millions,—the poster. Through it thousands of people in hundreds of cities may receive your sales message,—by your mere expressed command.

As casually as you would press a button, you can create overnight a sales picture of strength and beauty; and multiplying it by millions, you can send it into every community to which you can get your goods.

And poster advertising means not alone the creation of the advertisement itself; it entails the service of an organization. It is the product of a highly specialized system that has been built up by years of close study of everything from the question of artistic excellence to the location and right making of poster boards.

At your direction this system brings into being a great selling representation of your product, created by the master craftsmen in commercial art, and the unit cost, distributed over millions of posters, is trivial.

More quickly than you would believe, there will be printed lithograph reproductions of the original, later to be posted on standardized poster boards, made on one pattern from the Atlantic to the Pacific.

At your discretion, they can be distributed to effect the amount of sales pressure desired, to sell with scientific accuracy a maximum amount of your goods *where you want to sell them.*

Poster advertising is a medium of infinite power and infinite flexibility.

It moves the hearts and the minds of the millions; and it brings results that can be counted before they hatch.

A mere word brings it about.

IVAN · B · NORDHEM COMPANY

Poster Advertising in the United States and Canada

8 West 40th Street *New York City*

Bessemer Building *Pittsburgh · Pa.*

Offices in Chicago and Minneapolis.

CANADIAN REPRESENTATIVE—The Wadsworth-Nathanson Co., Toronto, Canada.

For list of maps suitable to use in advertising department see the White List of Business Books on Maps in the Nation's Business for October, 1918.

Books for the Ad Man's Desk

Ayer, N. W., & Son. American Newspaper Annual and Directory Annual. N. W. Ayer & Son. $10.

Chesman, Nelson, & Co. Newspaper Rate Book, including a catalog of newspapers and periodicals. Annual. Nelson Chesman & Co. $5.

International Library of Technology. Type and type measurements. In International Library of Technology, Advertising Copy, Section 6, 1909. International Textbook Co. $5.

Type manufacturers issue specimen books which show types faces and stock cuts. Large paper manufacturers issue sample books which show papers and suggest their proper use. To be obtained through your dealer.

Wasson, G. G. How to Compile a Catalog. 1915. Wasson, 4107 Kenwood Ave., Kansas City, Mo. $2.50.

Picking an Advertising Manager

Cherington, P. T. Advertising Manager. In his Advertising as a Business Force, p. 461-492. 1915. A. A. C. W. Doubleday. $2.

Tipper, Harry, and others. Advertising Manager. In their Advertising, its Principles and Practice. 1915. Ronald. $4.

The Advertising Campaign

De Bower, H. F. Fundamentals of Advertising. In his Advertising Principles, p. 10-26. 1917. Alexander Hamilton Institute. Not for sale by publishers except to their own students. May often be bought second hand.

De Weese, T. A. Planning an Advertising Campaign. In his Principles of Practical Publicity, p. 228-240. 1908. Jacobs. $2.

Hess, H. W. Advertising Campaign. In his Productive Advertising, p. 171-201. 1915. Lippincott. $2.50.

Lewis, E. St. E. Planning an Advertising Campaign. In his Financial Advertising, p. 462-473. 1908. Levey. $5.

Has Your Copy-Series a Key-note? Printers' Ink. December 19, 1918. p. 155-161.

Advertising for an Export Trade

NOW that the war is over, many firms wish to secure foreign markets for their goods. Many problems confront one who is trying to develop an export trade, and advertising is not the smallest of them.

Kay, J. R. Utilization of Advertising Media in Foreign Countries. In Official Report of the Third National Foreign Trade Convention, p. 354-362. 1916. National Foreign Trade Council. $1.50.

Aughinbaugh, W. E. Advertising. In his Selling Latin-America, p. 331-344. 1915. Small. $2.

Filsinger, E. B. Advertising in Latin-American Newspapers and Magazines. In his Exporting to Latin-America, p. 260-276. 1916. Appleton. $3.

National Characteristics. Cooper, C. S. Understanding South America. 1918. Doran. $2. Chapters on the National Characteristics of Principal South American Countries.

U. S. Department of Commerce. Bureau of Foreign and Domestic Commerce. Foreign publications for advertising American goods. Miscellaneous Series No. 10. 1913. Washington, D. C. Superintendent of Documents. 25c. (This pamphlet is six years old but still valuable because there is nothing to take its place.)

Advertising in Latin-America. Advertising & Selling, December 28, 1918. p. 6-7.

Filipino Likes American Goods; encourage him. Printers' Ink. May 30, 1918. p. 74-81.

Address and price of periodicals listed in this article:

WELLS BROTHERS for Construction

Equipped To Handle Work Rapidly and Well



RAND McNALLY & CO.'S
Chicago
Publishing Plant
HOLABIRD & ROCHE
Chicago
Architects

RAND McNALLY & CO., Chicago, needed a 10-story building quickly. It was to be of structural steel with reinforced concrete floors. Shortly after our contract was completed, H. B. Clow, President, Rand McNally & Co., wrote to one of our prospective clients:

"They erected our $2,000,000 publishing plant in a satisfactory manner, ahead of contract time. We found them efficient, trustworthy and able to produce excellent results with great rapidity.

"They did the work on the basis of cost plus a fixed fee for their services and made a substantial saving for us, below the estimated price.

"Our experience leads us to believe that they are splendidly equipped to handle work rapidly and secure first class results.".

Most of the concrete work and brick exterior was done during the extremely cold winter of 1912, when the methods of protection from cold were not so generally known as today. Our success, in point of time and cost, resulted from the ability of our organization to overcome unusual difficulties.

Many of our more recent large contracts have involved winter work with temperatures below zero. Many contracts have been given us because of the uncertain foundation conditions to be overcome. The more difficult the nature of your work, the more interesting it will be to our organization and the better the opportunity for us to demonstrate our ability to deliver within cost and time limits.

May we send you a copy of our booklet "The Art of Building Within the Estimate?"

WELLS BROTHERS CONSTRUCTION CO.
Builders

914 Monadnock Building, Chicago

Westinghouse

PRIME MOVERS AND GENERATORS



This steam-engine, which supplied power for the Centennial, rose forty feet high, occupied 1350 square feet of floor space and weighed, with accessories, 607 tons. The illustration is from Harper's Weekly of May 27, 1876.

OUR CENTENNIAL—PRESIDENT GRANT AND DOM PEDRO STARTING THE CORLISS ENGINE.—From a Sketch by Theo. R. Davis.

Westinghouse

PRIME MOVERS AND GENERATORS

Dwarfing the Giant's Might

When President Grant started the mechanism, and the mammoth Corliss engine in Machinery Hall began to throb with life, crowds at the Philadelphia Centennial witnessed what the world in 1876 proclaimed the crowning glory of steam-engine development.

Today, scarcely more than two score years later, Westinghouse Steam Turbines, in size but pigmies beside the "grand mechanical monument" of 1876, are producing five times the power from the same fuel—power that lights great cities, turns the wheels of countless industries, drives ships across the seas and performs various other important tasks.

With all its great size—it occupied 54,000 cubic feet of space—the Centennial giant delivered 1400 horsepower. A Westinghouse Turbine of the same capacity would require but 115 cubic feet.

This advantage alone makes the steam turbine one of the out-standing achievements of the past quarter century. Because of it, the public annually saves millions of dollars.

To the ship-owner, this economy of space means more cargo—to the shipper quicker service and lower rates.

To central stations and electric transportation companies it means greatly decreased investment in real estate and buildings or less expensive expansion—to those who use electric light, heat or power, it means cheaper current, to those who ride in electric cars and trains, low fares.

The steam turbine, moreover, has cut the world's fuel consumption by millions of tons a year, with incalculable savings in labor and transportation, and effected other economies.

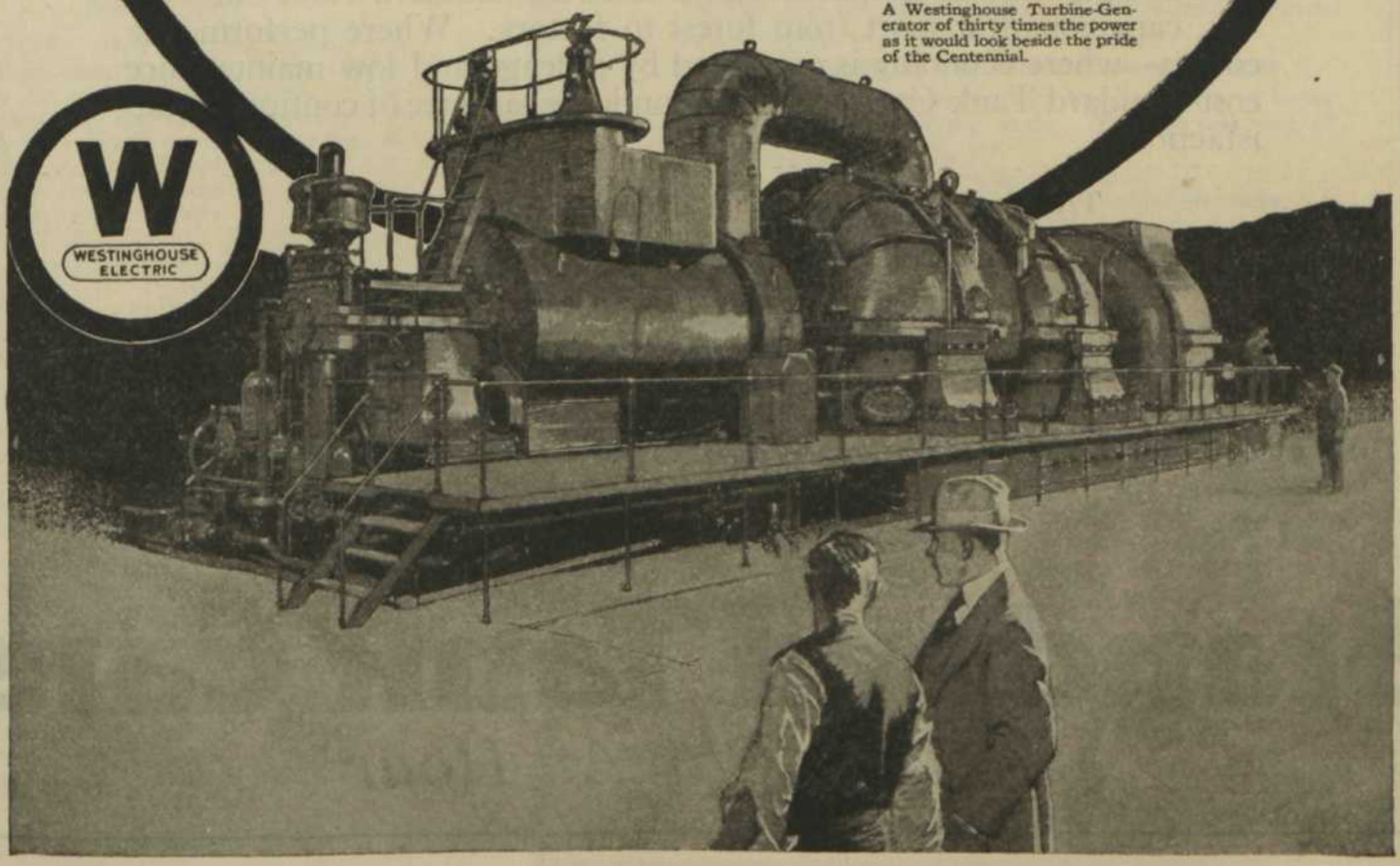
Westinghouse brought the Parsons steam turbine to this country in 1895, when it was still crude and imperfect, and through years of costly painstaking development, raised it to its present high degree of reliability and efficiency.

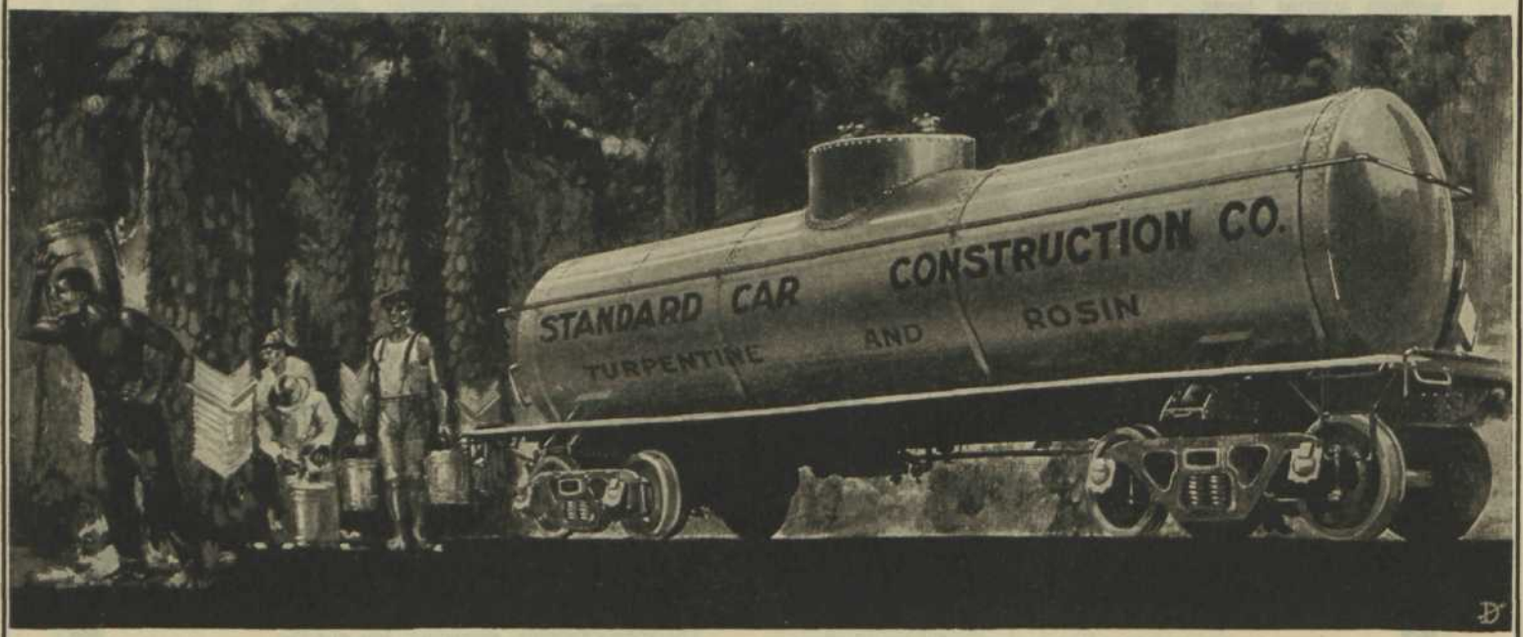
One important result is the Westinghouse Turbine-Generator for producing electric power.

Today Westinghouse Turbines and Turbine-Generators are made to develop from ½ kilowatt to 70,000 kilowatts. Already they have accomplished a revolution in electric power-plant practice and they promise to do likewise in the designing of ships.

THE WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
East Pittsburgh, Pa.

A Westinghouse Turbine-Generator of thirty times the power as it would look beside the pride of the Centennial.





Modernizing the Oldest American Industry

Three hundred years ago the pine forests of Virginia were tapped to supply the British Navy with pitch, turpentine and rosin.

Today this earliest American industry has grown until its products are essential to innumerable lines of business—chiefly the manufacture of paint, varnish, and soap, in printing and chemistry.

Into this gigantic development has entered the Standard Tank Car—the fast, capacious transport from forest to factory. Where performance counts—where economy is measured by mileage and low maintenance cost Standard Tank Cars offer the soundest guarantee of continuous satisfaction.

TANK CARS BUILT, REPAIRED AND REBUILT

PROMPT DELIVERIES

Write any office for particulars, specifications, blueprints and any engineering information.

Standard Car Construction Company

OFFICES

New York, Woolworth Bldg. · St. Louis, Wright Bldg. · Chicago, Peoples Gas Bldg. · Philadelphia, 108 South Fourth St.

Standard Tank Cars

A Tank Car An Hour

Printers' Ink. 185 Madison Ave., New York City. Subscription $3 per year, single copies 10c.
Advertising & Selling. 131 E. 23rd St., New York City. Subscription $3 per year, single copies 15c.
System. A. W. Shaw Pub. Co., Chicago, Ill. Subscription $3 per year, single copies 25c.
Postage. Haverhill, Mass. Subscription $2 per year, single copies 20c.
Associated Advertising. 110 West 40th St., New York City. Subscription $1.50 per year, single copies 15c.

In the March issue of THE NATION'S BUSINESS an error was made in the fee of the Business Training Corporation's "Course in Foreign Trade" (12 vol.). The figures should have been $55 instead of $30.

Note—The information given after the title of each book is sufficient for a dealer to obtain it, if he has not the book in stock.

Well, Here's One Problem That Is Solved

VERILY, we are living in momentous times. Few times, if any, in the world's history have even approached our own in momentousness. We move about in a maze of difficult situations and perplexing problems.

The thoughtful business man sometimes despairs of solving these things wisely—or at all. In this connection it may be comforting for him to know that some of the servants of the people continue serenely about the public business, giving no heed to the dishevelled state of the world's affairs.

Illustrations are numerous, but one that has just come to light is so apt that it is herewith presented. A board of general appraisers at the port of New York has just decided a case designated officially as T.D. 37887—G.A. 8226, which involves a question of some importance to a large part of our population. The official record in the case follows:

Beauty Spots

COTTON velvet articles known as "beauty spots" and used on the face to enhance, by contrast, the brilliance of the complexion, and not used as coverings for wounds, are properly dutiable at the rate of 40 per cent ad valorem, under paragraph 257, tariff act of 1913, as articles of cotton velvet, rather than as court plaster.

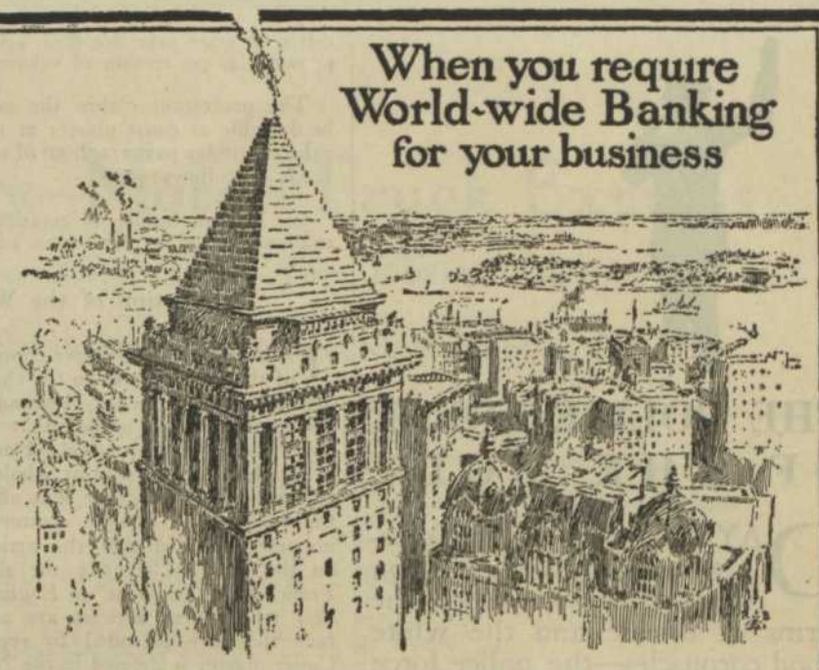
United States General Appraisers, New York, January 20, 1919: In the matter of protest 816479 of Maurice Levy against the assessment of duty by the collector of customs at the port of New York. (Affirmed.) M. W. Burckard for the importer; Bert Hanson, Assistant Attorney General (H. M. Farrell, special attorney), for the United States.

Before Board 2 (Fischer and Howell, General Appraisers) Howell, General Appraiser: The merchandise in this case described by the appraiser in his special report on the protest as follows:

> The merchandise marked "A" on the invoices, described thereon as mouches velvet, consists of small articles of cotton velvet, the reverse side having a gummy substance so that they can be applied to the face, and are known as beauty spots and are not known commercially as court-plaster.

Duty was assessed thereon by the collector as articles of cotton velvet at the rate of 40 per cent ad valorem, under paragraph 257, tariff act of 1913, the pertinent portion of which reads as follows:

> 257. * * * And manufactures of articles in any form, * * * made or cut from plushes, velvets, velveteens, corduroys, or other pile fabrics composed of



When you require World-wide Banking for your business

WHEN in the course of business events it becomes necessary for a business man to broaden his field of endeavor, he not infrequently finds that he must broaden his banking facilities also.

WHEN your business reaches that point, you may well consider the completeness of financial service afforded by the Bankers Trust Company, 16 Wall Street and Fifth Ave. and 42d St., New York.

BANKING DEPARTMENT

WHEN you place your business account with us you have the satisfaction of knowing that your largest business requirements can be met and your varied banking needs be satisfied to the smallest detail. As a member of the Federal Reserve System, the Bankers Trust Company offers you all of the advantages of the best commercial banks besides the advantages of complete trust company service.

FOREIGN DEPARTMENT

WHEN you become a customer of our Foreign Department you take advantage of

the best existing world-wide banking facilities

because we are co-operating with hundreds of great banks in all civilized parts of the world. You can make use of our service, for example, for

—transferring funds by telegraph or cable
—issuing travellers' credits in dollars and pounds sterling
—buying and selling foreign monies
—collecting of foreign coupons
—securing credit information and reports on trade conditions
—issuing documentary credits payable in all parts of the world
—financing imports and exports.

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WHEN you become a customer of our Bond Department you will have the investment experience of the Bankers Trust Company at your service. Our officers will be glad to review your lists of investments and advise you that they may be suited to your needs and sufficiently diversified. Because it is our policy to offer to our customers only such securities as we are willing to include in our own investments, you will find in our current offerings—sent to you on request—a carefully selected list of securities which we are buying for our own account.

BANKERS TRUST COMPANY

Downtown Office: 16 Wall Street

Member Federal Reserve System

Astor Trust Office: 5th Avenue at 42nd Street



THE POLICE FORCE OF THE BODY

DAY and night—without ceasing—a struggle is going on in your body between the germs of disease and the white blood corpuscles—the police force of the human body.

If this police force weakens, disease germs gain a foothold—sickness follows.

Constipation is the most common and dangerous way of corrupting the human police force. Food waste remains too long in the intestines—decays—poisons the blood—and opens the way for attack by the germs that cause tuberculosis, diphtheria, pneumonia and a multitude of other ills.

The culpable habit of using salts, pills, mineral waters, castor oil, etc., to force the bowels to move, makes this condition even worse, as constipation returns almost immediately.

Nujol is entirely different from drugs as it does not force or irritate the bowels.

Nujol prevents stagnation by softening the food waste and encouraging the intestinal muscles to act naturally, thus removing the cause of constipation and self-poisoning. It is absolutely harmless and pleasant.

Nujol helps Nature establish easy, thorough bowel evacuation at regular intervals—the healthiest habit in the world.

Get a bottle of **Nujol** from your druggist today and keep your police force on the job.

Warning: **Nujol** is sold in sealed bottles bearing the Nujol Trade Mark. All druggists. Insist on **Nujol**. You may *suffer* from substitutes.

Nujol

REG. U.S. PAT. OFF.

For Constipation

cotton or other vegetable fiber, except flax, hemp or ramie, 40 per centum ad valorem.

The protestant claims the merchandise to be dutiable as court plaster at 15 per cent ad valorem under paragraph 50 of said act, which reads as follows:

50. Plasters, healing or curative, of all kinds, and court-plaster, 15 per centum ad valorem.

Derivation of the Word

THE samples in evidence confirm the report of the appraiser as to the character of the merchandise. The only testimony is that of the importer, who stated that the merchandise is court plaster. He did not testify that it was bought and sold at wholesale as court plaster; and no evidence was offered to show that it was so known commercially. The importer testified that the articles are used on the face to beautify the skin; that the French word "mouche" in English is "fly" and that when these articles are applied to the face they are intended to represent a fly. Court plaster is defined in the New Standard Encyclopedia (vol. 3) as follows:

Court-plaster (so called because originally applied by ladies of the court as patches on the face), black, flesh colored, or transparent silk varnished over with a solution of isinglass, which is often perfumed with benzoin, used for covering slight wounds.

The articles before us do not respond to this definition, either in the material of which they are made or the use for which they are intended. They are composed of cotton velvet—not of silk—and they are intended to be used as beauty spots and not as coverings for wounds.

The Decision

FROM an inspection of the sample, aided by the facts of common knowledge, and experience, of which judicial notice may be taken (Krusi v. United States, 1 Ct. Cust. Appls., 68, T.D. 31213, and United States v. Strauss, 136 Fed., 185), we think we are justified in holding that these articles are not court plaster. From the evidence furnished by an inspection of the articles themselves, we think it is quite clear that on an order for court plaster these articles would not be accepted as good delivery. They are, as the appraiser states, designed to be used as beauty spots, which are defined as "a small black patch put on the face to enhance by contrast the brilliance of the complexion; something that brightens beauty by contrast; a foil." (New Standard Dictionary.) They are made of cotton velvet, and we hold that they were properly assessed for duty under the provision in paragraph 257, supra.

In his brief counsel for the importer relies on the decision of this board in the case of the same importer, reported in Abstract 26049 (T.D. 31757). He states that the merchandise is similar in character, is manufactured in the same manner, and the uses to which it is applied are exactly similar.

The merchandise in that case was admittedly court plaster, cut into diminutive forms, such as stars, etc., and the board held that the cutting of it into small pieces did not exclude it from the denominative provision for court plaster. A like ruling would be made in this case if the merchandise were in fact court plaster. Court plaster may be cut into the form of beauty spots, but it is still court plaster. All beauty spots, however, are not court plaster.

Some questions, Mr. Hurley

(*Concluded from page* 16)

this be brought about if the government undertakes to dictate as to special ships and routes? Would it not be better if the government were to invite proposals from private operators and after fixing terms pay the loss involved in some way applicable to the particular situation?

There is a further recommendation with respect to unprofitable routes. If they continue to be unprofitable the government could transfer them to other routes, or if it were convinced a vessel had failed to make expenses through inefficient management it could foreclose the mortgage.

Would any operator risk his capital under any such terms?

Mr. Hurley suggests that maximum freight rates be agreed on and that they be specified in bills of sale if ships are to go on regular runs. This rate control would be made a condition precedent to participation in the development fund.

Is this at all necessary? Do any but nations heavily subsidizing their merchant ships exercise any such rate control, and is competition not the proper rate control? Is it likely that any operator would accept a bill of sale establishing a maximum for the rates he might collect, when he would have no opportunity to make up in prosperous times for losses incurred in slack times?

Under Mr. Hurley's plan there would be set aside a development fund which would represent the difference in interest and new rates, or one per cent in each case. From these two sources fourteen million dollars would be realized the first year. The fund, it is estimated, would total more than eighty-three million dollars at the end of ten years. This sum would be used by the government to back new trade routes.

The government directors would determine what assistance should be given from the development fund, what new routes should be established, or what old routes modified or discontinued, and they would decide when defaulted mortgages should be foreclosed.

Would this not be a pretty large undertaking for men whose qualifications for office would be that they should have had no previous knowledge of the duties they are to perform? Would operators be eager to develop unprofitable routes under the direction of a group of men who, in Mr. Hurley's words, "no great number of whom will be men whose interests are centered in the steamship business," and would not the greatest pressure be brought to bear on the government directors by various ports and various interests to allocate money for lines which would benefit these ports or these interests?

Laws should be enacted, Mr. Hurley says, to revise the present status of vessel mortgages to make them more attractive.

This is an entirely proper step, but Mr. Hurley proposes that all mortgages be recorded with collectors of customs where the mortgaged vessel is registered or enrolled. By examination of the ship's papers the person proposing to extend credit would determine his future status as a creditor with respect to the mortgage. Mr. Hurley would invest in the federal court complete jurisdiction over the foreclosure of such mortgage.

But would not this place in a peculiar position a captain in a strange port, unable to pay cash for supplies, if the person with whom he wished to deal felt obliged to telegraph to some far-away customs official for information as to his chances of recovery?

The New Industry—Motor-Truck Express

"Ship by Truck" Is a Live Issue for Every Shipper

By Harvey S. Firestone, President, Firestone Tire & Rubber Co.

THERE are today in active operation several thousand truck-transportation companies. From every large distributing center and many small ones, these arteries of express trucking reach out, relieving—even revolutionizing—the older methods of moving freight.

Already the tendency is toward organizations of financial stability and high efficiency of operation.

When you entrust a shipment to one of these forwarders by truck, you have ample assurance of punctual delivery. These companies are dispatching their trucks on regular schedules over carefully planned routes. In addition to prompt shipment they afford you extra precautions and special care in the handling of your goods.

The transport company's truck backs up to your shipping platform. Your consignment is loaded and receipt given. The truck rolls out; is shortly moving on its sure, rapid, uninterrupted course to its destination.

Upon its arrival, the truck goes directly to the receiving platform of the consignee.

Your goods are handled only two or three times. Breakage is reduced to the minimum.

By way of contrast, ask your traffic man to outline to you the course of an ordinary freight shipment from your plant to a customer.

Learn from him the delays and re-handling of such a shipment. Look into the complications of transfer and re-distribution in belt road collections, freight houses, junction points. The ordinary freight shipment undergoes from six to eight handlings, with consequent delay and damage and labor expense.

You probably know these conditions. Correct them. The remedy is at hand. "Ship by Truck."

Get in touch with your local Chamber of Commerce or Return Loads Bureau. Obtain at once the complete schedules of the truck-transportation companies serving your city.

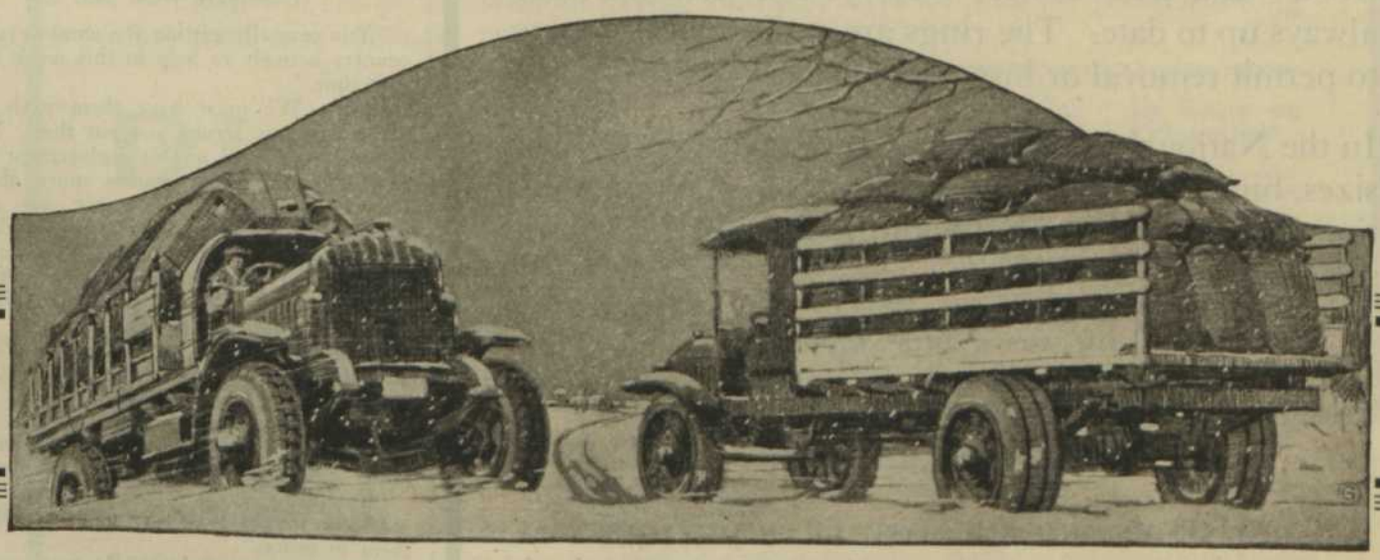
You'll discover that short and medium distance freight transportation is being revolutionized through the idea "Ship by Truck."

You'll see how the railroads are being freed from the complications of short-haul freight and less than carload-lot shipments. You'll see the rail channels are being cleared for their heavy responsibility of through freights.

"Ship by Truck."

Every box and case loaded on a truck is not only a matter of better service for you and for your customer but a contribution to our national welfare.

"Ship by Truck."



Half The Truck Tonnage of America is Carried on

Firestone TIRES



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PERPETUAL Loose Leaf Memorandums, Price Books and Ring Binders get rid of the "dead wood" and keep office, factory and personal data always up to date. The rings are easily snapped open to permit removal or insertion of sheets.

In the National Line you are offered a great range of sizes, bindings and rulings and prices. Go to the stationer who sells National Ring Books, and make your selection.

Write for a little folder of National Ring Books, giving a complete list of the entire line, with prices and illustrations.

BOUND BOOKS & LOOSE LEAF DEVICES

NATIONAL BLANK BOOK COMPANY



HOLYOKE, MASS.

NEW YORK CITY BERTHIERVILLE, CANADA LONDON

A British Frankenstein?

(*Concluded from page* 19)

They call attention to the strike upon strike in the coalfields in the years before the war. They were massing for a great struggle for their rights, and the war interrupted that. They have not had satisfaction. Their war increases were eaten up by higher living costs. A six-hour working day, they contend, means really more than seven, because it takes so long to get in and out of the mines.

Some truce may be declared before this gets into print. The Royal Commission may concede the miners' demands until nationalization can have been analyzed. There is a possibility of the modernizing of British pits in a short time, or mine field squalor may be eradicated and the supply of living necessities made easier and cheaper. Or a protective subsidy by the government to the mine owners may be recommended. The keynote of the conference of employers and workers on February 28 was that a profit-sharing partnership of capital and labor should be *considered*.

The outlook is not without its hope, but, in the words of the editor of a London coal journal, the necessities of the situation are so colossal that hope is based chiefly on some extraordinary action by the government or a revolution in methods of business administration that would permit a resumption of industry to face world competition. He had no hope of a relinquishment of demands by the miners that would put coal at least on a par with American coal at the outset.

Jobs in the Home Town

(*Concluded from page* 28)

"You're really getting the employers of the country actively to help in this work for the first time."

"Yes. We must have them with us. I don't care how strong you put that. No one is more concerned in this replacement matter than they. No one knows more about it. Promises of hearty assistance are already coming from their associations everywhere. I have just learned that the Committee of a Hundred of the Boston Chamber of Commerce has placed five hundred thirty-two soldiers. That's fine!"

"And the thing most needed—?"

"Is assistance in redistribution—getting the boys home."

"And your ultimate hope?"

"To help improve business conditions generally. Also to help the boys themselves."

"Because—"

"They fought for us in war; we fight for them in peace."

"You say this—why? Because you have been a police commissioner, or a business man, or a soldier?"

"Because we are all Americans, a new fraternity—friends."

A Good Idea Gone Wrong

ADVERTISING has its charms. A "fertilizer" company, in these United States and not in a medieval world, recently published statements of scientific men about the virtues of a soil rich in silica for the production of crops, and found buyers for its absolutely pure silica. Silica is undoubtedly needed for plant growth, but only the courts put a stop to this device for turning the sands of the seashore into gold.



"The DICTOGRAPH will cut out this confusion and running around"

"With the *Dictograph System of Interior Telephones* you can translate fully 75% of your employes' time and lost motion into actual money," explained the Dictograph man.

"And you can do this without having your employes feel that you are demanding more than full value for every second the clock ticks."

The Dictograph

System of Interior Telephones
Turns wasted time into productive effort

How?

By enabling each department to get *instant information* from any other department without waiting for a switchboard connection; and at the same time—

By giving the *Executive*, through the famous loud-speaking Master Station, the "right of way," or executive control; and—

By enabling you, and your other creative executives, to hold conferences, dictate letters, receive reports, give orders, talk to callers—all without effort and without the necessity of any employe or executive leaving his desk for an instant.

The Dictograph brings complete efficiency in inter-communication—*why be satisfied with less?*

Let us give you an actual 5-minute talking-demonstration

Let us show you—on your own desk—in your own office, bank, plant or factory—how the Dictograph will simplify and expedite the work of every executive and employe in your organization—how it will enable each to do more work, better work, quicker work; and yet permit each man to remain at his own desk or within his own department. No waste steps—no misspent energy—no needless errors.

Check the Coupon *now*.

DICTOGRAPH PRODUCTS CORPORATION, C. H. LEHMAN, President
(Successors to General Acoustic Company)
1357 Candler Bldg., 220 W. 42nd Street, New York City
Branch Offices and Service Stations In All Principal Cities.

Other Dictograph Products

The Acousticon for the Deaf—The Aviaphone for Air Service—The Dictograph for Secret Service—The Motor Dictograph for Closed Cars. Write for special circulars.

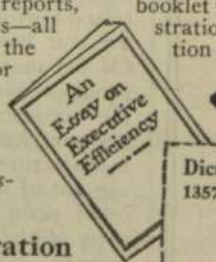
Dictograph for the Home

The Dictograph marks the beginning of a new era in home comforts and home organization. Write for *special home folder*. (Architects, write for information.)

Send for "An Essay on Executive Efficiency"

It will show you how to analyze your inter-communication problems and how to lighten the burden of routine that tends to smother you and your other creative executives.

Mail the Coupon now. The booklet will be mailed, or demonstration made, without obligation of any kind on your part.



Dictograph Products Corporation
1357 Candler Bldg., 220 West 42nd St.
New York City

(Check one of the Squares)

☐ **Free Booklet**

You may mail "An Essay on Executive Efficiency," which analyzes the problem of inter-communication, and its relation to successful and economical conduct of modern business.

☐ **5-Minute Demonstration**

You may give us a 5-minute Demonstration of the Dictograph, with the understanding that it places the undersigned under no obligations.

Name

Position

Co.

Street

City State

THE NATIONAL CITY COMPANY
NATIONAL CITY BANK BUILDING
NEW YORK

A quick glance at Government Financing

TO raise money for its war obligations, the Government has used four different methods of borrowing.

1—*Liberty Bonds*—redeemable, according to the terms of each issue, at end of 10 to 30 years.

2—*Notes*—differing from Bonds merely in length of time to run. A short term note is, in effect, a short term bond.

3—*Certificates of Indebtedness*—issued by the Government for temporary financing. For example: In anticipation of revenue from the sale of Liberty Bonds and from taxes.

4—*War Savings Stamps*—redeemable at end of five years after purchase.

During the Victory Liberty Loan, the National City Company, through local committees, again gives to the Government the services of a large part of its bond distributing organization.

The National City Company

National City Bank Building
NEW YORK

UPTOWN OFFICE:
Fifth Avenue and Forty-Third Street

Correspondent Offices in Forty-seven Cities

Bonds—Short Term Notes—Acceptances

Peace Fleets

(*Concluded from page 32*)

and decreasingly so for the next five years by the cost of aircraft and the necessity of gradual entry into new uses. Sportsmen and a few passenger and freight air service companies are now and will become buyers. Experimental transport groups will demand great 'planes and dirigibles; and will in time order adopted types in quantities. Men back from service who have leisure and wealth will own pleasure 'planes; and a few already are buying them. Most of the pilots who saw overseas service, incidentally, do not expect to fly again, not because of lack of faith in commercial aviation nor for fear of danger, but because they have "flown enough."

Wealthy country-estate owners will form aerial commuting clubs; and flying yacht clubs already are organized. Many cities are planning to provide municipal landing grounds, and plans for the modernization of a New England harbor call for a commercial aviation landing ground and adjacent waterway. Exhibition 'planes will be in demand.

In building now in an American factory is a great airplane for over-night passenger service between New York and Chicago. It is equipped with sleeping berths, intended to draw the regular custom of men with important business interests. It has been reported that another company is preparing the construction of the first of a group of dirigibles to make regular journeys between New York and Chicago. An "Atlantic Coast Air-Taxi" service is planned by a very successful manufacturing company, to carry passengers between Atlantic sea coast towns from Maine to Florida.

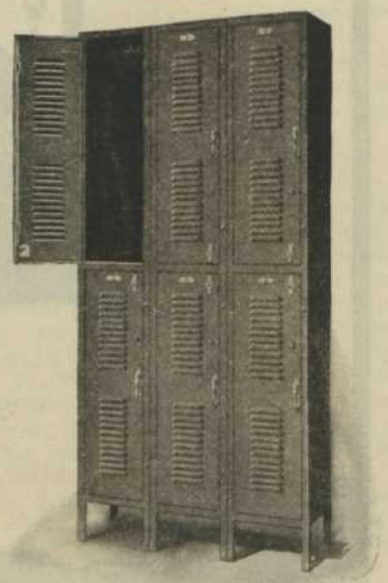
So is the airplane—so the dirigible—here to stay. The future beckons the aircraft industry. It must go on. Congress—the rapidity of development of commercial aviation—are factors of performance and cost, but not of to-be or not-to-be. Man has a new instrument of progress which may not altogether be denied nor thwarted; the industry must and will maintain itself and, despite intermediate sacrifices, eventually go forward.

Today the furniture, glue, piano and cotton factories and plants converted into aircraft accessory plants during the war have been reconverted. Many of the aircraft manufacturing companies which organized and obtained Government contracts after we entered the war have taken a profit and closed out. Of the more important manufacturing companies making aircraft before the signing of the armistice an estimated fifteen to twenty per cent have closed out or turned to other manufacture. Five of the seven Curtiss plants are out of operation until a better day. One other plant has begun automobile manufacture. Others have considered tractor manufacture. The Packard company announces it is entering aircraft manufacture to stay. There is one large manufacturer who has refused a profitable conversion of his plant to the production of other goods for export. He is holding fast to his faith in the future.

Health, Too, Must Walk Straight

HEALTH is going into the hands of a new government department in England. The new ministry will control every official activity that relates to health, have national laboratories, supervise housing, take over the management of nursing, and be prepared to deal with epidemics.

DURAND
STEEL LOCKERS



SOME people are blocking prosperity by holding up orders in hope of a drop in prices.

If we all did that, business would be at a standstill.

Professor Irving Fisher of Yale says "We are on a permanently high price level."

Patriotic, far-sighted business men are going ahead. Business has **got** to be good to meet war taxes, to give jobs to returning soldiers, and to create prosperity.

Buy wisely, but buy what you need.

Write us of your particular needs regarding steel lockers or steel racks. Catalogue of either on application.

DURAND STEEL LOCKER CO.

15—Ft. Dearborn Bk. Bldg. Chicago
9—Vanderbilt Bldg. New York

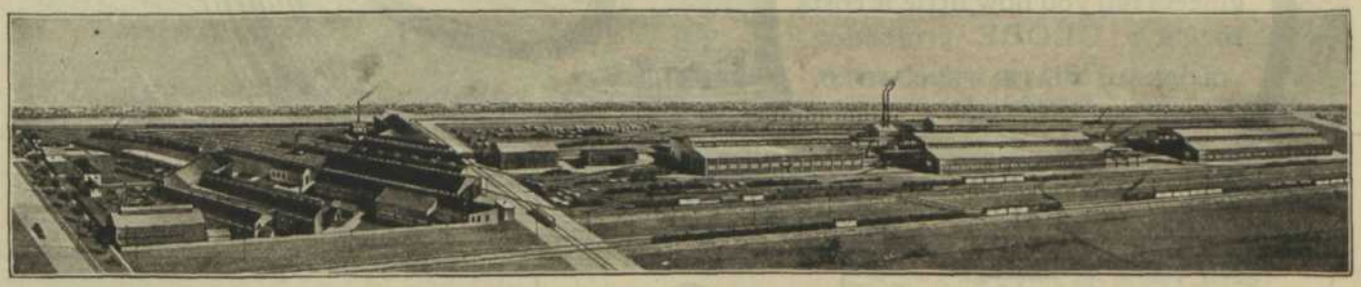
The Trade-Mark That Signifies Satisfactory Service

Whatever the service asked from "GATX" cars, there is a pledge of satisfaction behind it.

You can depend on General American cars. They have every factor that makes for sturdiness, every feature that means particular service for your particular needs.

General American cars are built for the transportation of every petroleum product.

They are used by great oil organizations of America and are known throughout the world.



East Chicago Plant—One Mile Long

Every branch of service is embraced in the General American plan. We build and design, lease and operate tank cars.

And in our three big plants we have exceptional facilities for repairing and rebuilding "bad order" or wrecked cars.

Write Us for Information

General American Tank Car Corporation

Builders

Plants at:

Warren, Ohio **East Chicago, Ind.**
Sand Springs, Okla.

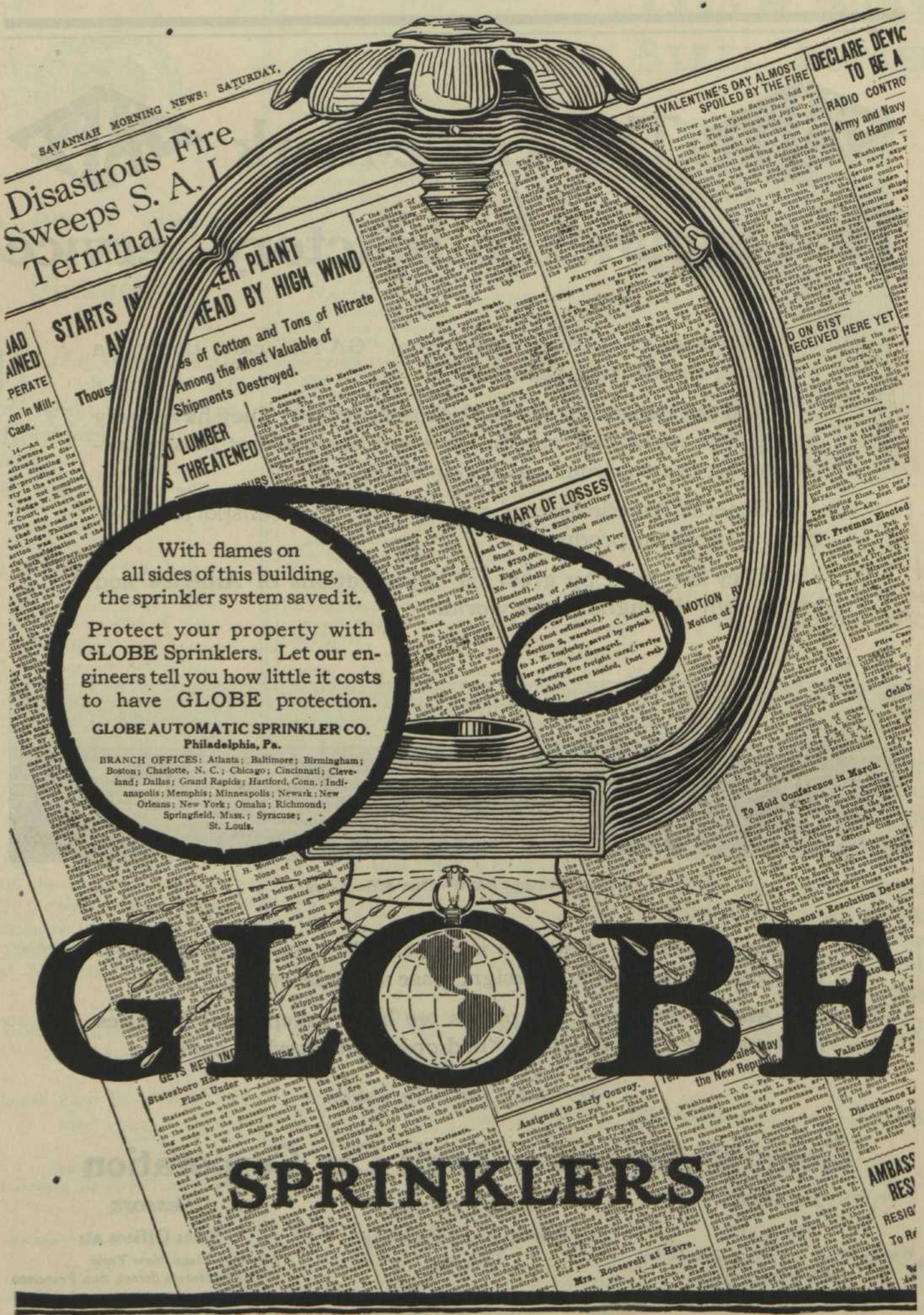
General Offices:
Harris Trust Building
Chicago

Lessors

Sales Offices at:

17 Battery Place, New York
24 California Street, San Francisco

(30)


SAVANNAH MORNING NEWS: SATURDAY,
Disastrous Fire Sweeps S. A. L. Terminals
STARTS IN ER PLANT
HEAD BY HIGH WIND
Among the Most Valuable of Shipments Destroyed.
LUMBER THREATENED
VALENTINE'S DAY ALMOST SPOILED BY THE FIRE
DECLARE DEVIC TO BE A
RADIO CONTRO
Army and Navy on Hammor
D ON 61ST RECEIVED HERE YET
With flames on all sides of this building, the sprinkler system saved it.
Protect your property with GLOBE Sprinklers. Let our engineers tell you how little it costs to have GLOBE protection.
GLOBE AUTOMATIC SPRINKLER CO.
Philadelphia, Pa.
BRANCH OFFICES: Atlanta; Baltimore; Birmingham; Boston; Charlotte, N. C.; Chicago; Cincinnati; Cleveland; Dallas; Grand Rapids; Hartford, Conn.; Indianapolis; Memphis; Minneapolis; Newark; New Orleans; New York; Omaha; Richmond; Springfield, Mass.; Syracuse; St. Louis.
GLOBE
SPRINKLERS

How *Is* Business

(*Continued from page* 54)

shoes will stand it. This tendency has resulted in unusually large sales of all shoe findings.

Prices are firm and even more advances are looked for because of the high price and comparative scarcity of sole leather.

Stocks in the hands of dealers are normal and retailers in general report good business. The only fly in the ointment is the enormous stocks of soldiers' shoes in the hands of the government and the probable disposition which will be made of them. The shoe manufacturers believe that the government will carry the stocks until they are gradually used up by the army, which necessarily will be kept at a large figure for some time.

Financial

IT does not seem to be generally realized that the crucial feature of the present situation is that entire absence of financial difficulties—either inflation or lack of necessary funds—which has invariably characterized every such similar situation in this country for over a century. Also that this is due to the existence of the Federal Reserve Bank, in whom wisdom is justified of her children.

In automatic response to the necessities of the situation, our currency in circulation has begun to contract because of the decreased volume of business, and the fall in prices created a condition where less money was needed to conduct business. On March 1st of this year the amount of money in circulation was about $200,000 less than on January 1st of the same year, although meanwhile there had been an increase during the same period in the amount of gold coin, and silver certificates in circulation. This was offset, however, by the large decrease in Federal Reserve notes and National bank notes, whose withdrawal from circulation "took up the slack" in what was formerly an otherwise rigid and unelastic currency system.

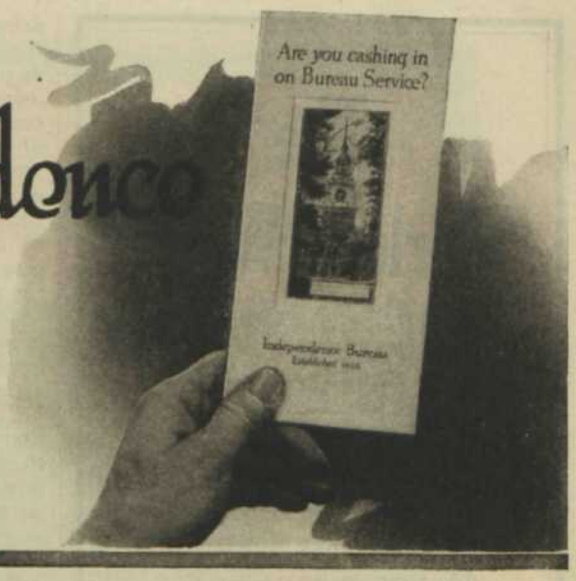
It is the knowledge of this fact possessed by the general public which allays any serious apprehension as to the great financial problems of burdensome taxes and governmental expenditures which confront us at home, and the complications in which we may be involved, in what seems "to be a man up a tree", to be the overwhelming difficulties of a practically bankrupt Europe,—despite financial prophets who still gravely assure us that not even Russia and Turkey can afford to repudiate their debts.

Transportation

TRANSPORTATION is second only to agriculture as one of the fundamental industries of the nation. It is important primarily because it gives value to commodities by making possible their interchange.

It is also the greatest single employer of labor in the country. At present the railroads, the largest and most important phase of transportation, are in serious condition. Their net earnings are constantly less than their net revenues. In February, 1919, the net revenues showed a heavy decrease compared with January, 1919, and this has been going on for several months. The deficit is made good to the stockholders of the railroads by the Federal government, and, of course, comes out of the public in the form of taxation. This condition of expenses exceeding revenues seems chronic, and is due largely to the great increase in salaries and wages established by the Railroad Administration, and this expense so far fails to be offset by a heavy increase in freight and passenger traffic charges—much heavier than has

Independence Bureau



Here's a Booklet You Ought to Read

This booklet will tell you briefly what Bureau Service is.

It will describe our three departments, pointing out why Fire Prevention is a good investment; why Accident Prevention pays big dividends in dollars and cents; why Industrial Relations work makes for bigger profits. The general scope of our work is shown in chart form.

The Booklet tells how we would apply our Service to your plant, co-operating with and learning from you as we go along. It tells why we are peculiarly fitted to furnish this Service to progressive industrial concerns.

The value of our Service may be judged by the calibre of the firms who use it. A representative list of these will be found at the end of the Booklet, and some of your friends are doubtless among them.

Write for the Booklet today and let's get acquainted. It will be sent upon request without obligation. Further information on any of the subjects listed will be gladly given.

Fire Prevention
Consulting on Plans
Guidance in Purchasing
Standard Practices
Periodical Examinations
Causes of Fire
Spread of Fire
Fire Equipment
Fire Brigades
Watch Service
Safety of Records
Educational Activities
Reports

Accident Prevention
Analysis of Accident Records
Costs of Accidents
Periodical Examinations
Reports
Safety Organization
Educational Activities
Standard Practices
Handling of Materials
Consulting on Plans
Designing of New Equipment
Guidance in Purchasing
Inspection of New Equipment at Place of Manufacture
Mechanical Safe Guarding
Treatment of Injuries
Hospital Records
Compensation Methods

Industrial Relations
Personnel Department Organization
Personnel Department Activities
Training of Client's Organization
Analysis of Labor Turnover
Labor Policies
Consulting on Plans
Working Conditions
Service Facilities
Wages and Hours
Incentives, Promotions, Grievances
Employees' Representation Plans
Industrial Housing Surveys
Cost of Living Surveys
Special Service

Independence Bureau

H. W. FORSTER, Vice-President
H. P. WEAVER, General Manager

ESTABLISHED 1903

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prevailed for many years. Whatever may be the merits of unified control, and they are unquestioned, they are not compensated by the increase in cost of operations and the extremely poor service rendered. The incentive of personal ambition and initiative is entirely gone, and with it a notable decline in the morale and *esprit du corps* which once distinguished the employees and working force of a number of enterprising and efficiently managed systems. The traveling public and the public who came in contact with the railroads can be expected to judge only by results. Now the only results which are apparent are greatly increased costs of passenger traffic and freight shipments, accompanied by poor and unsatisfactory service. It is no wonder, then, that the general opinion is distinctly against the railroads being managed by the government any longer than can be arranged for by an equitable return of the railroads to their original owners, since government ownership is felt to be both costly and inefficient. The difficulty is that to return the roads to their stockholders in their present condition will mean bankruptcy to the entire system, because of the tremendous fixed charges which the government has placed upon the properties. There must first be a fair and thorough readjustment between expenses and possible revenues. Meanwhile, the roads must naturally experience a decline in their volume of business, at least for a time, because of the withdrawal of government transportation created by the war and the present smaller volume of domestic business.

Ship Building

THE ending of the war naturally made some difference in shipbuilding activity, but it was almost entirely confined to wooden ships because of cancelation by the Shipping Board of Contracts for this class of vessels. Meanwhile the building of steel ships goes on unabated, as many contracts do not expire until the first quarter of 1921.

The number of employees is about the same as six months ago and twice as many as a year ago.

Deliveries of steel on orders continues heavy.

It will thus be seen that shipbuilding activity is largely a matter of the nature of the ships being built and of the material used.

The Crops

WINTER wheat came through the critical month of March with practically no hurt, save scattered reports of damage by winter killing in Michigan. A great and probably unprecedented harvest is almost in sight unless there be most unfavorable weather in the sixty days which intervene between now and harvest. It is already very sure that there will be a greatly enlarged acreage seeded to spring wheat, and under unusually favorable conditions.

In all likelihood the acreage of corn will suffer from the unprecedented acreage devoted to wheat, both spring and winter.

A great yield of wheat this year can scarcely fail to produce abounding prosperity in all sections where it is produced.

Torrential rains throughout the South have done much damage to early vegetables and made replanting necessary in some sections. The story of the commercial crop of spring vegetables is so far a very spotted one as to acreage, condition, and production. On the whole the outlook is not for so large a yield as last year in the southern states.

In general throughout the South continued



A Good-Will Builder

Good-will means that the customer of today will come back tomorrow. Good-will is an intangible asset that produces tangible results.

In the use of the "Sperry" Service—that is, in giving S&H Green Stamps as a discount, thousands of merchants throughout the United States are building good-will.

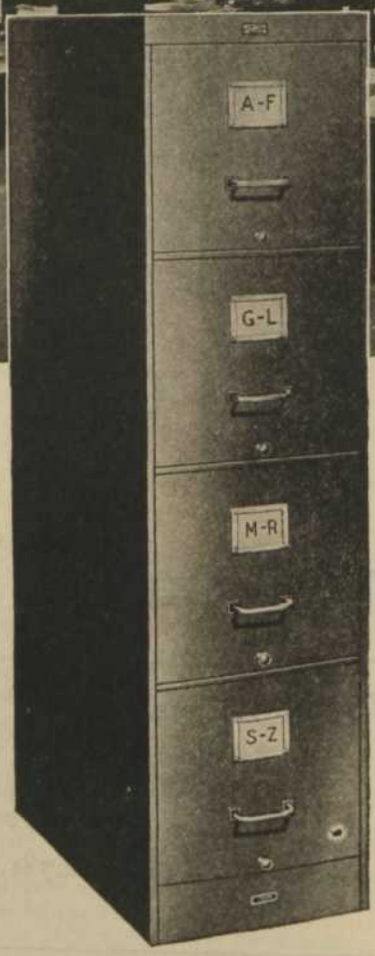
Thrifty housewives know the value of these tokens and will always trade where they are given. Merchants who adopt the "Sperry" Service give their business a chance to grow. New trade needs no introduction to the "Sperry" Service — the benefits it renders are nationally known.

The Sperry & Hutchinson Co.

2 West 45th Street New York City

GF Allsteel PROTECTION





GF Allsteel Vertical Files in the offices of the Connecticut Fire Insurance Co., Hartford, Conn.

"ALLSTEEL" Filing Equipment is always a good investment. After you have bought the first unit or the first battery installation, you will feel as safe in sticking to "Allsteel" thereafter as in adding one Liberty Bond to another.

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Wells Creek Smithing Coal

Laboratory tests of this coal show the following results:

Moisture	0.70	Sulphur	0.62
Volatile Matter	17.87	Phosphorous	0.008
Fixed Carbon	75.50	B. T. U.'s	15,012
Ash	5.93	Fusing Point	2,781
	100.00		

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Cable Address "VIKING", New York Western Union.

precipitation has delayed planting, especially of cotton, so that the season is from three to four weeks late.

The Food Situation

THE coming of spring, with consequent grazing of livestock in place of winter feeding, has so far had but small effect upon the price of foodstuffs, and for several reasons. Farmers are not shipping either corn or wheat freely to market. Gambling in the grain pits has an effect at time in causing undue effect on prices of grains, especially corn, after a fashion that is without either warrant or excuse. It is one of the economic evils of the day that needs correction, despite the specious and flimsy excuses that are made for it by the participants.

The chief difficulty lies, however, in the present form of government guarantee on wheat, which falls directly upon the consumer. We have a sufficient quantity of wheat for export, more than enough for all domestic needs, a surplus to carry over into the next harvest, and an almost assured certainty of a record-breaking harvest almost immediately ahead of us. Besides this, the stocks of food stored in this country are, on the whole, very greatly in excess of a year ago. Despite, therefore, the large demand from abroad, and our greatly increased exports, there does not seem any warrant whatever for the present high prices of food which bear so heavily upon the consuming public.

This seems especially true of hog products, with the largest number of hogs ever known in this country, and a great accumulation of hog products in storage, with record-breaking prices, based apparently solely upon the expectation of a greatly increased demand from abroad in the future.

War and its necessities have passed, and there is a steadily growing feeling that it is timely and fitting for the laws of supply and demand to be allowed to resume free and unrestricted play.

Prices

DECLINES in prices continue in practically all lines of business. The declines, as a rule, are moderate and seem to act as a stimulant to buying rather than a deterrent. This rather peculiar and unusual effect seems due largely to the fact that buying is principally for immediate wants only, and consequently declines in prices are a guarantee for the time being of the safety in such purchases on the basis that goods so bought will be disposed of before another decline occurs.

This interpretation seems confirmed by the fact that buying is distinctly and sharply differentiated in its volume between those goods which have declined in price and those which have not—also by the fact that purchases for futures continue higher, especially on seasonable goods, since the trade generally seems to apprehend some decline in the prices of such articles before the actual need of them arrives. The general view among the many of the effect of falling prices is in direct contrast to that entertained by a number of economic students of the situation, and apparently by the government itself in some of its departments.

The talk of stabilizing prices is, and long has been, a favorite shibboleth among some business men and a large proportion of economists and lawmakers. As a matter of common sense and experience we may as well talk of stabilizing the tides.

When free from artificial restraint and regulation, prices are the result of constantly changing conditions affecting the fundamental law of supply and demand.

It is an Affair of Honor

To win the war—to win it six months earlier than anybody believed possible—we incurred debts for so many tons of steel and so many pounds of beans, so many feet of timber and so many yards of cloth, so many horses and so many mules, so many blankets and so many shoes.

Some of all this was used before November eleventh, some of it was not. Some of it was paid for by the preceding Liberty Loans, some billions of dollars' worth was not. Some of it will continue to be used for months to come—all of it, because it was ready to use, helped win the war six months sooner and saved one hundred thousand American lives. And all of it must be paid for according to contract. These are debts of honor.

Of course we shall pay.

It is only a question of how many each of us <u>can</u> buy.

Settle that question now!

This space is contributed by the
AMERICAN TELEPHONE AND TELEGRAPH CO.

INVEST!

GOVERNMENT LOAN ORGANIZATION
Second Federal Reserve District
LIBERTY LOAN COMMITTEE
120 Broadway - - - - New York

And Now for the Railroads

(*Concluded from page* 46)

choose for the restoration of railway credit an agent who says he has no interest in the job?"

One proposal, thus far anonymous, is that the "cop" shall be a tenth Interstate Commerce Commissioner, appointed by the President as Chairman to serve as such throughout his term and responsible for providing governmental conditions essential to railway credit and railway development, including regulation of security issues, handling of wages and determination of the rate level, and explicitly enjoined to prepare plans far enough in advance so that without delays or disasters the Commission as a whole may analyze the rate structure and indicate prior to the effective date what changes it will approve designed to yield the amount of revenue estimated by the Chairman. Regional sub-commissions would have chairmen sustaining a similar relation to their colleagues. A famous precedent is the order signed by President Roosevelt granting Chairman Goethals of the Panama Canal Commission power which Congress had refused. When he was about to sign, the Chairman said, "But that is against the law." "Oh, damn the law!" said Teddy; "I am going to build that canal."

A more formal analogy is the War Industries Board, whose authority came to be largely vested in Chairman Baruch, the modicum of power remaining to his colleagues being in the sphere of justice.

A Leash for the Logrollers

Will our great business nation insist hereafter on handling its budget with methods that other Grade A countries have long since abandoned?

By DAVID F. HOUSTON
Secretary of Agriculture

WE must make our governments, city, state, and federal, more efficient. I believe that some changes for the better are needed. I should feel very pessimistic if I thought that improvements could not be made. There is one in particular I desire to see. We sadly need a federal budget system. We needed it before the war; it is more imperative now. In time of peace our annual federal expenditures were about one billion dollars. The interest alone on our war debt will be approximately a billion dollars. There should be a sinking fund to retire the debt of perhaps a half billion dollars.

We may be confronted for several years with a federal expenditure of from three to four billions of dollars. Doubtless this nation can and will meet this expenditure and will desire to extinguish its debt as rapidly as possible. Our estimated real wealth is 185 billions of dollars, an amount greater than that of England, Italy, and France combined. A budget system was needed when the expenditures were relatively small; now that they are vastly greater it is imperative.

Our finances must be handled on a business basis. They cannot be under present arrangements. There is no reason why the Federal Government, for each of its great services, the Executive, Judicial, and Legislative, should not have presented to it, long in advance of the assembling of Congress, an actual statement of its real needs; that is, of the estimates for federal expenditures and of the plans for meeting them.

A Piece-Meal Policy

THE estimates are not jointly considered by executive agencies. They are made up separately by the several departments. The country does not get a complete view of them. Congress considers them piece-meal and without specific reference to income. It spends much time on detail, instead of considering larger matters which really make for effective popular control of the finances. It would not solve the problem simply to present unified estimates. The estimates should go to a great committee of Congress which would study them as a whole, co-ordinate them, and make its report to the whole body. At present they go to nine or more different committees, each working separately.

But this is not all. While the appropriations are handled by these committees, the ways of meeting them are considered by a separate committee in each House. Then, when the reports are before Congress, any member, if he chooses, can propose amendments and may secure changes or additions, so that when one presents his estimates he is aware that he may not be able to recognize them when Congress has finished with them.

What can be done? The estimates and the revenue statements and plans can be presented as a whole. They can be referred to a single great budget committee—one for each House, or, better, a combined budget committee for both Houses—which can get all the light on them it wishes. This committee should consider both the appropriations and the ways of raising the revenue to meet them and make its report to both Houses; and there should be a rule that no addition can be made to any item in the budget the committee presents to Congress except by an unusual majority. This would prevent the loading down of appropriation bills through the log-rolling process, with items of interest only to individuals or localities. Then Congress should complete its control over the finances by having some officer responsible to Congress and not to the executive, who should examine all accounts and report to Congress his findings and recommendations.

The wonder is that we have not had such a system for many years. Every other great nation in the world has had it. The matter is pressing. The question is how the public can be aroused and Congressional action be secured.

From Hen to Omelet by Motor Truck

THE success achieved in the conveyance of merchandise and food products by parcel post is perhaps without parallel in transportation service. The Government-owned motor truck, which is a necessary factor in the development of parcel post, has proven to be absolutely essential to the efficiency of city and rural delivery.

In the rural territory the establishment of parcel post motor truck routes has contributed largely to the food supply of cities, which have been brought by this service into more direct communication with isolated sources of food production.

This is a new service. There has not yet been opportunity for its extension to meet the requirements of all sections of the country. But with the small appropriation provided by Congress for experimentation, and by superseding certain star routes where an economy could be effected, very satisfactory results have been accomplished. Apparently the results obtained would warrant the adoption of a specific program providing for a chain of routes from Maine to the Gulf of Mexico, and from New Orleans to Portland, Ore., with feeder routes radiating from all the larger cities to villages and farms within a radius of 200 miles from each urban center.

It is impossible by ordinary private means to extend transportation facilities to thinly settled territory through the usual avenues of commercial expansion. But through the combination of mailing facilities, including first-class or letter mail with the parcel post, a profitable enterprise appears even in the most sparsely settled localities. A larger use of the service, through patrons becoming familiar with its advantages, soon makes the extensive transportation of fourth-class or parcel post at reasonable rates profitable, independently of letter mail.

Helping Out the Railroads

CONGRESS has authorized the Secretary of War to transfer to the Post Office Department such motor trucks as may be no longer needed by the army after the close of the war. With these trucks and such others as the Department may be enabled to purchase, the establishment of a complete service, which will benefit both the city and rural communities, is anticipated.

The routes already established and those in contemplation are not in rivalry with, but are supplementary to, railroad transportation. The scheme of operation is to cover the great stretches of productive territory that lie between railroad lines and that may be made an abundant source of supply for city market.

Routes have been put in operation from Portland, Maine, through Worcester, Mass., and Hartford, Conn., to New York, Philadelphia, Baltimore and Washington, and to Chicago, via Lancaster, Pittsburgh, Columbus, Cincinnati and Indianapolis, and from Indianapolis to Montgomery via Louisville, Nashville and Chattanooga and Atlanta, with numerous feeder routes supplying these principal cities. These routes do not parallel railroads to any extent, but make for the convenience and development of intermediate territory. Territory in Indiana, Ohio, Georgia, Alabama and Louisiana covered by motor truck routes is largely without railroad facilities. This system does not comprise through routes between distant points, but forms a chain of short routes linked together.

The effect of the service is to enlarge the market for rural producers and to increase the business of merchants engaged in trade with them. There is a reduction in the number of handlings and in cost which results in economy alike to consumer and producer.

The extension of the parcel post motor truck routes is largely a problem of good roads. It is practicable to establish the service wherever the roads are such as to admit of the use of trucks. Good roads are essential, and where they do not exist or cannot be procured the service cannot be properly operated. It is, therefore, an incentive and may be made a substantial aid to the improvement of highways.



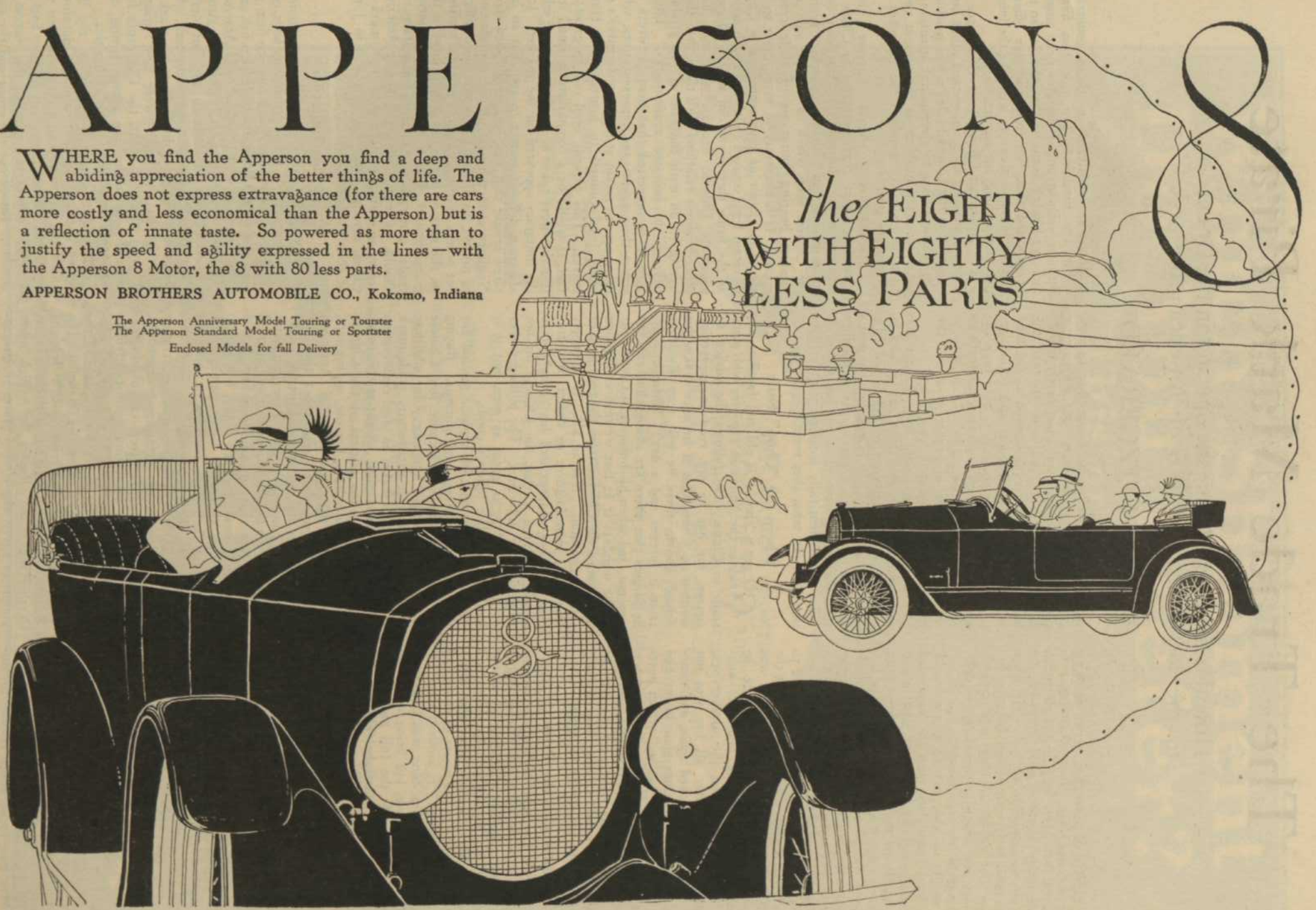
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the EIGHT WITH EIGHTY LESS PARTS

WHERE you find the Apperson you find a deep and abiding appreciation of the better things of life. The Apperson does not express extravagance (for there are cars more costly and less economical than the Apperson) but is a reflection of innate taste. So powered as more than to justify the speed and agility expressed in the lines—with the Apperson 8 Motor, the 8 with 80 less parts.

APPERSON BROTHERS AUTOMOBILE CO., Kokomo, Indiana

The Apperson Anniversary Model Touring or Tourster
The Apperson Standard Model Touring or Sportster
Enclosed Models for fall Delivery



The Trade Mark Pirate

How this commercial parasite operates in the Orient to the loss and hindrance of American business

By J. E. FITZGERALD

LEE SING, of Shanghai, went shopping one day for soap. Lee, of course, preferred that Mrs. Sing do the shopping, but, like many another good husband, he realized he was equal to the job. He knew what the good wife wanted and felt that her injunction not to be cheated was entirely unnecessary and superfluous, not to say critical, of his good business sense.

So he sought the shops where soap was sold.

From long familiarity with the soap used in the Sing household Lee knew just how it was wrapped and marked, just what it cost, and where to get it. Entering the shop, Lee looked over the goods and immediately made a discovery that filled his soul with delight. There was the very soap he wanted, with the label he knew, and the price it bore was less than what Mrs. Sing had been accustomed to pay. Lee was a man, which is to say that the prospect of demonstrating that business was man's particular domain, the province he ought to control without let, hindrance, suggestion, or criticism from the weaker sex, made him feel that after all life was not without its joys. Lee looked again, and somewhat critically, for in times gone by he had felt the sting of "I told you so," which hurts as much in Chinese as in any other language. He was satisfied, and he bought, not the modest amount Mrs. Sing asked, but an abundance that would relieve him of any possible shopping for weeks to come.

Home with the Prize

HOME went Lee with his bargain pressed close to a bosom that had already begun swell with self-satisfaction. Arrived at the Sing domicile, he, figuratively speaking, laid at the feet of Mrs. Sing the prize that man's inherent superiority in the marts of trade had enabled him to capture. It aroused some enthusiasm, for even Mrs. Sing was impressed at mention of the price, but being a woman she refused to concede the full measure of approval that in her heart she felt was due her honored husband. Chinese wives way back in long forgotten centuries learned the first lesson of successful married life—to keep man from thinking too well of himself.

Passes now the time till next wash day.

Lee was away from home when Mrs. Sing took up the task. It was well. The new soap, when unwrapped, gave notice of its presence by an odor that to Mrs. Sing seemed distinctly impressive. When wet, it bit her hand. Rubbed on the clothes, it obstinately refused to lather right.

After long search Mrs. Sing found an old soap wrapper frugally laid aside some weeks before. Slowly and painfully she compared it with the one just taken from the bargain husband Lee had bought. Then a light dawned on her understanding. She examined all the new soap, a dozen cakes, all carefully laid on the shelf. The wrappers were alike.

Lee Sing was away at his day's work, and it was well. For with every effort to clean the clothes Mrs. Sing found added reasons for impressing on her honored husband the weakness with which nature has handicapped mere man.

Lee came home to meet—but why repeat the story that "every man" must surely know? Lee was asked—nay, adjured—to take the bargain back. He refused, even as the man who has enjoyed the benefits and advantages of western civilization. Mrs. Sing took the matter in hand herself, and marched forth to the shop, but the best she could do was to obtain the privilege of paying more for the genuine soap she wanted.

That Mrs. Sing would have bought the same bargain with the same sad results is not offered as an apology or defense of Mr. Sing, of Shanghai. It is not only a possibility, it is in truth a very great probability that she would have done so, for China is today quite plentifully supplied with articles that "are not what they seem."

Where the "Chop" Fails

"GO get a 'chop'" is old and familiar advice to the American exporter who plans trade in China. He follows the advice, of course, for has he not read in everything written on China that if he once makes his "chop" known there he will reap dividends from it forever and a day? Unfortunately, he forgets that there are those who reap and sow not, and when his business in China falls off he wonders if at last western civilization has weaned the Chinese from the true path of "chop" tradition. Not at all. It is simply that some manufacturer or dealer in a foreign land has appropriated his "chop" or so closely imitated it that the Chinese do not recognize the difference. The pulling power of his "chop" is as great as ever, but it is hauling the other fellow's goods.

China is somewhat of a picnic ground for the trade-mark pirate and imitator. Buying by "chop" is universal because few Chinese know any foreign language. In addition, China does not have satisfactory trade-mark regulations. This makes an ideal combination for the business parasite. Right at this point, before becoming too critical of the Chinese themselves, who imitate, borrow, appropriate, or otherwise take possession of American trade-marks, we should remember that the United States has given the Federal Trade Commission power to protect American firms from what we harshly criticize in our oriental friends. Not that an American firm would deliberately steal another's brand, but just to prevent such things as using names quite similar and likely to be confused by those not belonging to the cognoscenti.

China has only a provisional registration system as a protection of foreign trade-marks, but American manufacturers can obtain reasonably effective protection against infringement by registration at the American consulates in Shanghai and Tientsin and with the Chinese Maritime Customs of Shanghai. The United States also has treaties with Belgium, France, Germany, Great Britain, Japan, Netherlands, and Russia by which these countries agree, the United States reciprocating, to compel respect in China for American trade-marks registered in these countries.

But this machinery for protection avails little or nothing unless the American manufacturer himself keeps on the job. It can not be expected that American consular officers or the Chinese authorities will take the initiative in searching out infractions.

The American Chamber of Commerce of China is advising its members and other business men in the United States whose products are sold in China to give special attention to the trade-mark problem at the present time. In a notice to its members the Chamber of Commerce states:

"Manufacturers should instruct their agents or other representatives in China to institute action through the American consular officials and Chinese authorities against the Chinese shop which carries for sale any product bearing imitations of their trademarks. It is necessary in many cases to instruct the agent or representatives in China to retain legal counsel to institute such action, as the firms themselves can not in all cases prosecute Chinese dealers, who may have other business relations with them than those having to do with the sale of the products bearing the imitated trade-marks. Therefore it is suggested that manufacturers instruct their agents and representatives, when necessary, to retain at the manufacturer's expense legal counsel to protect their trademarks. This expense need not be great; in fact, it would be a comparatively small item if action were taken in the first instance when the imitation appeared on the market. It is always a difficult matter to root out an imitated article that has once established itself. Negligence on the part of one manufacturer to protect his products makes it more difficult for others to protect theirs; whereas vigilance on the part of one is not only helpful to that manufacturer, but is beneficial to American trade generally. American manufacturers should, by virtue of the Japanese-American treaty on mutual protection of trade-marks in China, arrange for the registration in Japan of their trade-marks."

A Fine Imitation

CHINA, of course, is not the only country where brands are borrowed without consulting the owner. A San Francisco firm not long ago made a fine catch of foreign fish masquerading as its own brand of good American salmon in the Dutch East Indies. The American label was imitated to the last detail. Even the lithographer was stumped when shown the imitation, for it bore his mark to show when the labels were first printed. Thanks to a live agent, the California firm succeeded in having the counterfeiting consignment confiscated by the authorities.

This points the way to perhaps the best remedy against the pirate and the imitator—unceasing vigilance that makes imitation unprofitable. Profit is the only purpose back of all these efforts to capitalize the success of another. Knock out the profit and the game is not worth while.

Which Shipment Do You Prefer?

This *or* This



Test Shipment

of Pioneer Box and nailed box over the same route on same bill of lading and carrying 400 pounds of auto pumps each. The photographs show the condition of both at destination. The Pioneer as good as ever and the nailed box ready to go to pieces.

Sturdy Pioneer construction protects the goods and prevents damage claims. It carries 500 to 600-lb. shipments safely through to destination. The Pioneer, though light in weight, is as strong as the tensile strength of the steel wires which bind it. Pioneers save freight because they are 30% to 50% lighter than nailed cases. They reduce pilferage because the wire once untwisted cannot be retwisted without detection. They save half the time and labor in assembling, and are securely sealed by simply twisting the wires.

Get more facts about the Pioneer and its value to your business. Our monthly publication, "Pioneer Service," sent free. No obligation. Send your name for our mailing list.

Pioneer Box Company, Main Office, 1021 E. Elmore, Crawfordsville, Ind.
Plants at Crawfordsville, Ind.; East St. Louis, Ill.; Bogalusa, La.; Georgetown, Miss.

PIONEER
Wire Bound Boxes
"Deliver the Goods"

TRADE MARK REG. U. S. PAT. OFF.

What would business do without PRINTING

In approaching new markets, strengthening old markets, building permanent good will, attracting to American goods the new millions of overseas buyers?

PRINTING! One form of which is DIRECT Advertising,—the effective urge to action from sales source to buyers, in the form of catalogs, booklets, letters, mailing cards and the like.

Printing is the Dominant Industry of Civilization, and DIRECT Advertising is its strongest expression.

This advertisement is to suggest your personal attention to DIRECT Advertising. Take your highly organized sales department. It is not getting full efficiency without the aid of DIRECT Advertising. Take your admirable national advertising. It cannot exhaust its possibilities without the reinforcing element of DIRECT Advertising.

Use *more* DIRECT Advertising.

The Trade Mark shown here is the guide to a source of major power in DIRECT Advertising. It is the emblem of the U. T. A. Printer who conducts his business with modern thought in estimating and costs. He may be recognized by the display of the Trade Mark on his stationery, and at his place of business.

He does even more, however, than offer you modern manufacturing facilities. He coöperates by means of advertising counsel, and with such specific aid as advertising and Printing layouts, sketches and copy.

Service to be Obtained Locally or Through the Central Advertising Bureau of the U. T. A.

Many U. T. A. Printers maintain special advertising service departments within their own organizations. Others utilize the experienced talent of the U. T. A. Advertising Bureau, at the National Headquarters offices. Here are men of long advertising training, men closely identified with the progress of advertising over many years. They are at your service, through your local U. T. A. Printer, and will give counsel, help you with advertising or merchandising plans, even preparing the actual advertising material if you do not already have an advertising service affiliation.

You will benefit your business by passing this word along to the proper department of your organization: "Consult the local U.T.A. Printer next time."

UNITED TYPOTHETAE OF AMERICA

(INTERNATIONAL ASSOCIATION OF MASTER PRINTERS)

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Bugs and Business

(*Concluded from page* 15)

day pamphlets issued by the Government are called "farmers' bulletins," even when they deal with industrial questions. But the science is making steady advances into the realm of commerce and general industry. Many insects continue their pursuit from field to factory, storeroom, store and home.

Almost any business man can obtain help, in the form of expert information on money-eating insects, from the United States Bureau of Entomology. Indeed, any householder or back-yard gardener can get valuable assistance there. The problem may bear on how to subdue the common variety of ants, or how to protect the hardwood handles of such implements as axes from the ravages of the persistent Lyctus beetle, or how to safeguard clothing products from moths, or how to take sanitary precautions against the deadly mosquito or house fly; or, inversely, why not to be unduly frightened by this year's coming avalanche of seventeen-year locusts, which rarely, if ever, destroy trees and, while sometimes fatal to shrubbery and other plant life, are not nearly so destructive as tradition accounts them to be; or, on how to let the little busy bee work for us with greatest productiveness.

On any one of those or scores of other phases of the puzzling and fascinating insect problem, the Government experts who are working for you can be of help.

Beating Back to Normal

FIVE months ago the business men of America, as represented in the country's industrial war service committees, met at Atlantic City at the call of the Chamber of Commerce of the United States for a reconstruction congress. The armistice had just been signed. Business, which for a year and a half had bent itself to war, faced the task of readjusting itself to the demands of peace. In view of the fact that so little was known of what those demands would be business faced the task with unusual courage and confidence.

We are still in the period of readjustment. Business is finding its way slowly into normal channels. There have been difficulties and unexpected setbacks. But business is going ahead. Now from the increasingly clear prospective that comes with time it is possible to gain a clearer comprehension of some of the lessons taught by the war and to apply more effectively its experience in planning for the future.

There will be another great gathering of business men the latter part of April and early in May, when the annual meeting of the Chamber of Commerce of the United States is held at St. Louis. At this gathering there will come together representatives of the more than a thousand chambers of commerce and trade organizations which make up the membership of the National Chamber, as well as the chairmen of the 400 industrial war service committees, who have been formed into a National Industrial Advisory Council.

This meeting furnishes an unusual opportunity for the country's business men to prepare concrete and definite programs which will meet the needs of the present and of the future.

The subjects that will be taken up at St.



Advertisements on the card ledger, 27 years apart—

What an interesting thing it is to search back over the records of a business, and to read there—chapter by chapter, year after year, the story of its success!

Illustrated above are two advertisements on the L. B. Card ledger—one published in 1891—the other, August, 1918. The form has changed but the general appeal is still the same. As the 1891 advertisement put it:—

"Business profits come as much from business savings as from earnings. Double office expense is the price of clinging to the old method of bookkeeping."

The L. B. Card ledger, *"the perfected card system,"* is the quickest, most accurate *and the most practical* method of keeping accounts—whether you have a few hundred or many thousand. Twenty-seven years have proved its practical value, over and over and over.

The L. B. Card ledger, machine posted, is used today in hundreds of banks and commercial houses throughout the country. It lifts *any* accounting department to new heights of efficiency.

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Atlanta, 124-126 Hurt bldg.
Baltimore, 14 Light street
Birmingham, 1724 Jefferson Co. Bank bldg.
Bridgeport, 211 City Savings Bank bldg.
Buffalo, 508 Marine Trust Co. bldg.
Cleveland, 243 Superior arcade
Columbus, 20 South Third street
Denver, 450-456 Gas and Electric bldg.
Des Moines, 619 Hubbell bldg.
Detroit, 400 Majestic bldg.
Fall River, 29 Bedford street
Hartford, 78 Pearl street
Houston, 708 Main street
Indianapolis, 212 Merchants Bank bldg.
Kansas City, 215 Ozark bldg.
Milwaukee, 620 Caswell block
Minneapolis, 428 Second avenue, South
Newark, N. J., 31 Clinton street
New Orleans, 512 Camp street
Pittsburgh, 637-639 Oliver bldg.
Providence, 79 Westminster street
Richmond, 1223-24 Mutual bldg.
St. Louis, 223 Boatmen's Bank bldg.
St. Paul, 116 Endicott arcade
Scranton, 408 Connell bldg.
Springfield, Mass., Whitney bldg.
Syracuse, 405 Dillaye bldg.
Toledo, 620 Spitzer bldg.
Washington, 743 15th street, N.W.
Worcester, 716 State Mutual bldg.

DISTRIBUTORS

San Francisco, F. W. Wentworth & Co., 539 Market street
Los Angeles, McKee & Hughes, 440 Pacific Electric bldg.
Dallas, Parker Bros., 109 Field street

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The aim of industry is production at a profit.

To help individual industries reach this goal is our business.

We analyze the conditions surrounding an industrial enterprise, design and build a plant to suit these conditions, and if desired, install the equipment and organize the manufacturing operations.

We also serve existing plants by putting their production on a profitable basis.

This is a satisfactory service because it is flexible, intelligent and thorough.

FRANK D. CHASE,
INCORPORATED

INDUSTRIAL ENGINEERS

645 N. Michigan Ave. CHICAGO

Whitehall Building NEW YORK

Louis are those which just now are of extreme importance to business men. They include such questions as these: The League of Nations, Anti-Trust Legislation, Foreign Relations and Foreign Trade, the Disposition and Operation of the Railroads, Construction, Disposal and Operation of the Merchant Marine; Industrial Production and Domestic Distribution, including the subject of prices.

The convention proper will begin April 29, but a meeting of the Chamber's National Councillors will be held on the day preceding. The first general session will be opened at 10:30 o'clock with an invocation by the Right Rev. Thomas F. Failro, Bishop of Tennessee, a vice-president of the Chamber. After reports have been read the president of the Chamber, Harry A. Wheeler, will deliver the opening address.

A Victory Loan Feature

CARTER GLASS, Secretary of the Treasury, will speak at this session on the Victory Loan.

An afternoon session will be devoted to group meetings, such as industrial production, domestic distribution (wholesale), with A. L. Shapleigh, a hardware wholesaler, of St. Louis, as chairman; foreign trade, with George Ed. Smith, president of the American Manufacturers' Export Association, as chairman; transportation (railroads), with George A. Post as chairman, and public utilities.

Trust Legislation, Foreign Relations and Agriculture will be the subjects at a general session on the evening of April 29. Foreign Relations will be discussed by Maurice Casenave, specially assigned as a speaker by the government of France. Mr. Casenave has just come to the United States as head of the French Services in this country, which takes place of the French High Commission. He is a diplomat of long standing and recently has been French Minister to Brazil. Agriculture will be discussed by H. J. Sconce, of Sidell, Ill., and L. E. Porter, of Springfield, Minn. Discussion of this subject will bring out the lack of a national organization representing all farming interests and recent moves to bring about the organization of a National Organization of Agriculture, into which all farm organizations might center.

Secretary of Commerce Redfield, Chairman Hurley of the Shipping Board, and Homer L. Ferguson, president of the Newport News Shipbuilding Company, will speak at a general session on the morning of April 30. The afternoon session will be given over to group meetings as follows: Industrial production, domestic distribution (retail), foreign trade; transportation (marine), with Edward B. Burling as chairman; waterways and highways.

Railroads will be the topic at a general session on the evening of April 30, with Walker D. Hines, director general of railroads, and Senator A. B. Cummins as speakers.

The morning of May 1 will be reserved for a discussion of the League of Nations. The Chamber's membership in 1915 voted in a referendum for concerted action among the powers to bring about an end to wars. Provision has been made for a careful analysis of the present situation with respect to a League of Nations and of the various proposals advanced at Paris and this will be placed before the meeting for discussion.

At an afternoon session resolutions will be presented. The annual election of officers will take place also.

The National Association of Commercial Organization Secretaries will meet during the convention.



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"Makes Day of Night"

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In Churches, Hotels, Public and Institutional Buildings, correct illumination is assured by the use of REFLECTOLYTES.

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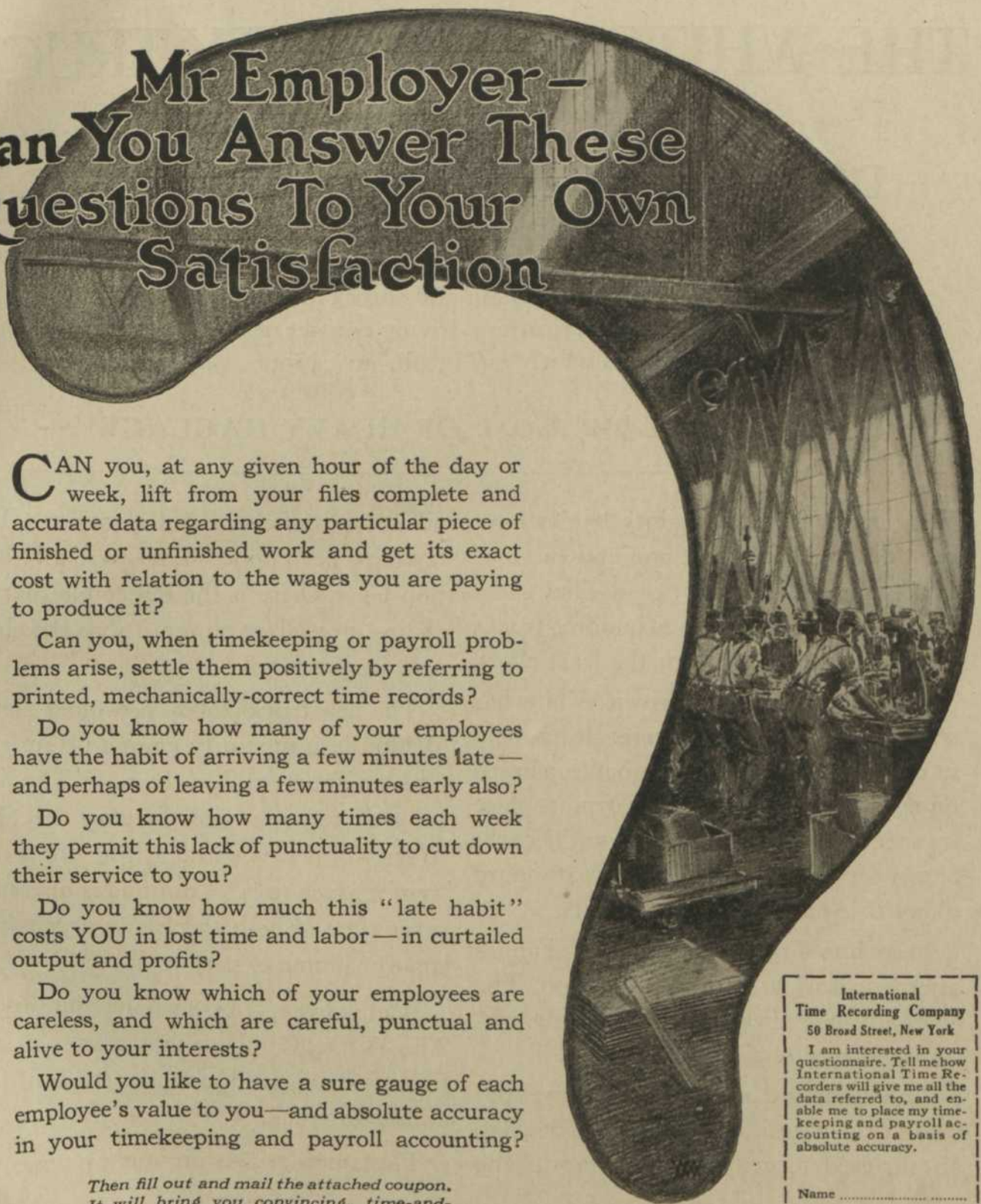
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The new White heavy duty trucks have been designed with but one end in view: to do more work at lower cost. They carry forward the White policy of building trucks to do the most work with the least effort.

For years the chain-driven White has set the pace in heavy haulage. It has held its own against a field of competition based on new axle features. It has won its place by sheer merit *as a truck*, and not because of any single feature in it. It is standard today in America's greatest fleets.

In White Trucks, mechanical changes are made only to improve operation. The company has always sold operating efficiency—*truck performance.*

The heavy duty models remained chain-driven until we were able to develop an enclosed form of drive having all the advantages of chain and sprocket. This has now been done. The Double Reduction Gear Drive is the full counterpart of chains in *applying* power. It has the chain *pull*, in *gear* form.

The new trucks follow a twofold aim in White design: sturdy engine up in front and maximum pull in the rear. The final drive saves power and therefore fuel. The lubrication saves oil. Light unsprung weight saves tires. Continuous operation saves time of both truck and driver by a steady volume of performance.

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These new trucks are money *savers.*

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